# ROYAL BC MUSEUM CORPORATION 2010-2011 ANNUAL REPORT

BRITISH COLUMBIA

ROYAL BC MUSEUM

*Where the past lives.*

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*Front cover: Kootenay River, Mitchell Range, Kootenay National Park,* from the mural *Splendid Diversity – 36 More Wonders of the World.* Artist, Carol Christianson, commissioned for *Free Spirit: Stories of You, Me and BC*


ROYAL BC MUSEUM

*Where the past lives.*

# Message from the Chair and CEO to the Minister Responsible

*Donald Hayes*

On behalf of the Board of Directors of the Royal BC Museum Corporation (Royal BC Museum), we are pleased to present the Corporation's 2010/11 Annual Report.

Like last year, we're still feeling the effects of the economic challenges that are sweeping the world. But rather than throwing up our hands in defeat, we've developed strategies to keep us on target to meet our mission and mandate – while still providing our visitors with an exceptional experience.

With *Royal BC Museum: Behind the Scenes*, we took our first foray into turning ourselves inside out for the benefit of our visiting public. We invited visitors from around the world to take part in an exhibition that centres on British Columbia's own fascinating natural history. We pulled the curtain back to showcase how we research and collect in the natural sciences. Coupled with an interactive website, our multifaceted, on-the-ground exhibition made for an engaging, immersive experience that captivates the public interest across generations.

Our second significant exhibition in 2010/11, *The Other Emily: Redefining Emily Carr*, further opened our collections to engage families and children with never-before-seen objects and artifacts that tell the story of how a young Emily Carr came to be a Canadian cultural icon.

We've kept moving forward, despite the economic squeeze. We are in an exciting period of evolution and growth that's moving us toward our long-term goals. While our visitor numbers continue to fluctuate, our achievements as a cultural institution keep mounting – especially impressive considering we round every corner with fiscal restraint. We've worked hard to ensure our expenditures remain in line with our revenues, even taking a step back mid-year to redirect the entire organization's focus toward this end. Our leadership team, representing staff from all levels of the organization, sat down last fall to hammer out a set of three strategic priorities and to ensure we have a blueprint for meeting them. Instead of launching a second installment of *Behind the Scenes*, we optimized our energy to ensure we're directing our human and financial resources toward meeting our highest priorities. It is all part of being a nimble, responsive corporation in a constantly changing economic landscape.

We ended 2010/11 with a stronger grasp on what we want to achieve. Along the way, we made significant improvements to our infrastructure and incredible progress with our fundraising. We upgraded our climate control systems in our exhibitions building to help us properly care for British Columbia's cultural treasures – a feat that would have been impossible without the support of the BC and federal governments. Generous donors made it possible to launch *Aliens Among Us* as a travelling exhibition, and enabled us to begin upgrading the fire suppression systems in St Ann's Schoolhouse and Helmcken House, two of

*We are the keepers of the BC story, the voice that tells us who we are as a people, where we've come from and why we matter.*

BC's most historically significant structures. We also received a generous donation from the Audain Foundation for the Visual Arts to purchase *Grizzly Bear Mantlepiece*, the most significant financial donation in recent memory.

But that's not all we've checked off our list during this year of belt tightening and priority shifting. Perhaps most excitingly in terms of our long-term vision, in 2010/11 we devoted ourselves to achieving an appropriate zoning for our property – one that will meet our current and future needs as one of the world's leading cultural institutions. We laid out our objectives, drew up our plans, created our timelines...and went after it. Fiscal year-end saw us having completed the community meetings (receiving enthusiastic widespread support for our plans) and entering our last round of discussions with the City of Victoria to address all of the questions and issues surrounding our rezoning. We're proud of this, the foundational step in achieving our dream of being British Columbia's preeminent cultural centre. We're on our way.

The 2010/11 Royal BC Museum Corporation's Annual Report was prepared by the Chief Executive Officer (CEO) and staff under Board direction in accordance with the *Budget Transparency and Accountability Act* and the BC Reporting Principles. The Board, through its direction to the CEO and its review of this report, which includes reporting on performance measures and targets, is responsible for the report and has confidence in its financial and performance-based information. The information presented reflects a complete and accurate account of the actual performance of the Royal BC Museum for the year ended March 31, 2011 in relation to the 2010/11–2011/12 Service Plan. The measures presented are consistent with the Royal BC Museum mandate, goals and strategies, and focus on aspects critical to the organization's performance. All significant decisions, events and identified risks as of March 31, 2011 have been considered in preparing the report. The report contains estimates and interpretive information that represent the best judgment of management. Any changes in mandate, direction, goals, strategies, measures or targets made since the 2010/11–2011/12 Service Plan was released and any significant limitations in the reliability of data are identified in the report.

Donald Hayes
Chair, Board of Directors, Royal BC Museum Corporation

Pauline Rafferty
Chief Executive Officer, Royal BC Museum Corporation

*Pauline Rafferty*

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# Organizational Overview

## Enabling Legislation

The Royal BC Museum is a Crown Corporation. Created in 2003 under the *Museum Act*, the Royal BC Museum is responsible for the provincial museum, the provincial archives, Helmcken House, Thunderbird Park, Mungo Martin Big House (Wawadit'ła), St Ann's Schoolhouse and the Netherlands Centennial Carillon.

## Our Mandate and Core Business Areas

Under the *Museum Act*, the purposes of the Royal BC Museum Corporation are to:

- secure, receive and preserve specimens, artifacts and archival and other materials that illustrate the natural or human history of British Columbia
- hold and manage the archives of the government
- increase and communicate knowledge of the natural and human history of British Columbia through research, exhibitions, publications and other means
- serve as an educational organization
- develop exhibitions that are of interest to the public
- manage, conserve and provide access to the collection
- on the request of the government, manage cultural and heritage facilities designated by the government
- perform functions usually performed by a museum and archives

## Our Vision

A transformed Royal BC Museum will become British Columbia's leading cultural centre. Our vision calls for major initiatives on-site, off-site and online. We will become a landmark physical site and virtual environment for debate, reflection and knowledge. We will bridge cultures, engage generations, and positively impact the lives of all people who share a connection to BC.

In realizing this vision, we will further our reputation as one of the preeminent cultural museums and archives in the world. We will inspire British Columbians and global visitors to share a passion for BC and what it means to be British Columbian. In doing so, we will open minds and enrich lives.

## Our Mission

To explore and preserve British Columbia's human history and natural history, to inspire curiosity and wonder, and to share our story with the world.

## Our Goals

- Support collections that are representative of the human history and natural history of BC
- Be an organization that offers an exceptional standard of visitor welcome, hospitality and service
- Be a sustainable, high-performing organization

## Our Values

These fundamental beliefs and values guide the Royal BC Museum:

- **Visitor focused:** understanding our visitors' needs and placing them first
- **Excellence:** providing a high degree of interest by offering unique programs and services
- **Innovation:** embracing new ideas and processes to improve our services
- **Integrity:** in our work, our actions and our conduct
- **Responsible stewardship:** of the collections and information entrusted to our care

**Visitor Comment**

*Researching history is like hunting for buried treasure. The archives hold the clues.*

– Carin Crockford, independent consultant and researcher who has used the BC Archives for more than 20 years

*Jana Stefan, Exhibit Arts Technician works on the* Behind the Scenes *exhibition.*

## Why the Public Needs the Royal BC Museum

The work we do is important to all British Columbians, now and in the future. Not only are we stewards of the province's vast collection, we also share BC's natural history and human history through informative programs. Our teams of historians, archivists and scientists conduct internationally acclaimed research that broadens the public's understanding and appreciation of BC heritage. As the only keeper of British Columbia's human and natural history, we take seriously our job of connecting the people of this province with the records of its past. In every way possible, we enable the public to access the collection, including our extensive archival records. We are an integral driver of tourism in British Columbia and the capital region. And we're continually looking ahead at how best to develop and preserve our collections for future generations.

**Visitor Comment**

*Each year in November, the Royal BC Museum hosts a week of Remembrance Commemorations for the general public. Many Veteran's groups and organizations participate with displays and speakers. I am proud to be able to meet and speak with the families who visit the Royal BC Museum for this event.*

– Robert Stewart, Canadian Armed Forces veteran and regular participant in the Remembrance Commemorations

## How We Deliver Services

We wear several hats in our daily operations. Whether on-site, off-site or online, we deliver services in many ways:

- providing programs and exhibitions within the cultural precinct
- serving as a centre of expertise for researchers around the world
- developing and delivering school programs for use in local and remote locations
- enabling in-person and electronic access to our collections and archives
- publishing books, research papers and other informative documents
- delivering and supporting outreach programming
- connecting experts with the public through conferences, lunch-hour presentations and events

## Our Partners

The Royal BC Museum seeks to be relevant to the public it serves. In doing so, we nurture a strong network of supporters and services including:

- federal, provincial and local governments
- local, regional and international businesses
- British Columbia First Nations groups
- community organizations, and cultural and heritage groups
- students and tourists
- employees, volunteers and Board members
- the Friends of the Royal BC Museum Foundation
- the Friends of the BC Archives.

## Our Location

The Royal BC Museum is located at 675 Belleville Street, on Victoria's Inner Harbour. Our website is www.royalbcmuseum.bc.ca.

*Top: Admission staff assists a Royal BC Museum customer.*
*Middle: Art storage in the BC Archives.*
*Bottom: The BC Archives Reference Room.*

**Visitor Comment**

*I really liked that we could touch things – like the shells and the furs – with the backs of our hands.*

– student in Mr. Crisp's kindergarten class, Oaklands Elementary School

# Year in Review

The Royal BC Museum continues to take decisive steps toward achieving our long-term vision of being British Columbia's preeminent cultural institution. Like other organizations, we've been challenged by a period of reduced revenues and tighter budgets. But we've navigated the obstacles that were thrown our way this year and made progress on the things that matter most to our own organization, and to the communities we serve.

By working with the community, neighbourhood organizations and the City of Victoria to establish a proper zone for our facilities, we've made huge gains in building the foundation for the Royal BC Museum of the future. At the same time, we have upgraded our electrical and HVAC systems in the Exhibition building; upgraded fire suppression in Helmcken House and St Ann's Schoolhouse – all with the view of preserving and protecting our collections for future British Columbians.

Last year, our leadership team sat down and hammered out a set of strategic priorities that will take us to 2015 and beyond. We've realigned our resources in support of our financial sustainability, and redirected our energies toward the things that best support our vision.

What supports our vision? Building our community support so that we can be more financially self-sustaining.

We did all that and more in 2010/11. The generosity of our many donors made it possible for us to make improvements to the fire suppression systems in St Ann's Schoolhouse and Helmcken House, and to achieve our dream of launching *Aliens Among Us* as a travelling exhibition. Our Property Management and Operations Department worked tirelessly to install much-needed electrical upgrades, as well as improvements to the climate controls in our galleries. Our Learning and Visitor Experience Department used public feedback to reshape our public and school programming. Our curators, managers and archivists worked together to publish – for the first time ever – a clear and cohesive explanation of our research and collections activities, for the public's benefit.

It's an exciting time – a time of great change and focus. It's not just our zoning that's changing, nor our programs, exhibitions and outreach. Nor is it just our planning that looks forward, toward the 2025 horizon. The Royal BC Museum itself is constantly changing. Whether it's a beautifully crafted exhibition that brings our inner workings out into public view or our constant work to refresh, renew and enhance our gallery offerings; or an enticing new set of public programs to explore with your family, there's always something to see and do.

**Visitor Comment**
*This is my world. Thanks for introducing it to me.*

## We're a Museum and Much More

We're a place to gather and learn, to discuss and explore, to host great events. In addition to offering an unforgettable experience as a "must see" attraction, we play a unique role as guardian of our provincial human history and natural history. The Royal BC Museum is a major economic force for business in the region – and a leader in business practices, including fiscal and environmental sustainability.

### We Hold the Entire Provincial History in Our Keeping

It is a great responsibility and because of it we're continually monitoring our ability to steward the provincial collections in the best way possible. We search out grants to upgrade our climate controls. We make sure we can control a fire in case one should start. We're implementing a new collections database for the BC Archives so precious historical information will remain accessible to us – and to the public we serve. We're thinking ahead to imagine what the collection's needs will be next year, and in 100 years' time. And we're making plans to ensure its needs are met.

### Our Practices Demonstrate Leadership for Other Organizations

With our eye on the bottom line, we continue to set an example among similar organizations with our sustainability initiatives and our fiscal balance. We're consulting with our neighbours on issues that matter to ensure our plans for growth meet the needs of the community. We're a constant source of knowledge and inspiration for other cultural institutions, that regularly dispatch experts who arrive on our doorstep, eager to learn how we care for our collections and construct such forward-thinking exhibitions.

### We Facilitate Connections Between People

Our curators and experts field a huge variety of inquiries from the public on a daily basis. When the answers they seek lie beyond our purview, we connect our visitors with the people who can help.

We bring people together in meaningful ways: whether it's a roomful of brown-baggers enjoying a monthly Live @ Lunch session, or the several hundred women leaders and their protégées we invited to explore *The Other Emily*, we're bringing people together to enjoy the experience of learning something new.

### We Reach Out to People

When you've got an ever-replenishing well of expertise, it's hard not to share it. Our experts and researchers head out into BC communities on a regular basis to share their understanding of this incredible land through presentations, talks and demonstrations. We look for ways to spread our knowledge as widely as possible – through travelling exhibitions, through community collaborations, and through an increasingly interactive website.

We want to make it easy for people to visit our galleries. That's why we have thousands of visitors taking advantage of our Admission by Donation week in January.

### We Actively Safeguard British Columbia's History

The most serious part of our job is this: to care for more than seven million objects and artifacts that represent the cultural and environmental history of the entire province. No small feat.

In 2010/11, we moved forward with essential upgrades to our cold storage, fire suppression measures in Helmcken House and St Ann's Schoolhouse, and major work on our climate control (HVAC) systems. One example? We installed a custom-built air handling system on the roof of our exhibitions building to adjust the environmental control climate in the First Peoples Gallery. The new system provides better temperature and relative humidity control for the protection of artifacts and collections on exhibit, and enables us to meet and maintain our Category A designation for holding Canadian cultural property. It's all part of being the best possible stewards we can be for the provincial collections.

**Visitor Comment**

*The museum was brilliant; I loved all of the exhibitions and all of the hands on interactive stuff was fabulous. Overall I highly recommend to anyone.*

*Vancouver Island Helicopters lift a new climate control system onto the roof of the Royal BC Museum.*

We Look to the Future

We're listening to our public and asking ourselves:

- What does British Columbia need in its provincial museum and archives?
- How we can best deliver services to meet the demands and expectations of our audience?
- And how do we do it all while maintaining the highest standards of stewardship for the province's collections? These questions guide our steps now, as we enter a new and exciting phase of development.

We're working to draw visitors and support from BC and around the world. We're finding ways to reinvest that support back into the local and provincial community through our social and economic contributions, and through our environmental leadership. We're following our vision of redeveloping the Royal BC Museum cultural precinct to include new buildings, revitalized galleries and re-imagined public programming that deeply engages people in the BC story.

**Visitor Comment**

*Just wanted to pass on my appreciation for the wonderful carillon music that we hear every hour – the choice of music is fantastic and the arrangements are delightful. I work nearby and always strain to see if I know the tune that's playing. This is a Victoria treasure!*

## Sharing the BC Story

We want to bring the BC story to the world. We did it with *Free Spirit: Stories of You, Me and BC* in 2008/09, and we did it again in 2010/11 with *Royal BC Museum: Behind the Scenes*. There is, in our opinion, no better story to tell than British Columbia's. And we've got the collections, expertise and programs to do it. Our *Camp Inside Out* last summer was a smashing success, bringing school-aged children into our collection areas and into contact with our curators and experts.

We've designed a website and a travelling exhibition to educate British Columbians about the land that lies outside their door. *Aliens Among Us*, the physical exhibition, will be travelling to communities across BC in 2011 and 2012. *Aliens Among Us*, a unique, interactive website, will tap into citizen reporting and open the window on the problem of invasive species in British Columbia – and it can be accessed from any corner of the planet. Read more about it in *Visitor Experience Highlights*.

Work has begun on our gallery upgrades. While the renewal of our Human History Gallery is a major project that will take several years, we are working concurrently at a number of levels in different areas, reinterpreting and refreshing our other galleries, and making plans for our large-scale changes. We're keen to keep the renewal ongoing. If you visited last year, you might have seen the grizzly bear diorama being dismantled for cleaning. Or maybe you saw us refreshing and reinterpreting the delta diorama, or the fishing techniques diorama in the First Peoples Gallery. It's all part of telling the BC story the best way we know how. We are always changing – there is always a new story to tell.

Last year we continued our work in digitizing thousands of archival images, so that the BC story is properly preserved and can be told for years to come.

We're always keeping an eye on risk management, training our staff in risk assessment and working continually to mitigate risk to the collections.

*The popular* Behind the Scenes *exhibition.*

*One of many alien species in British Columbia: the American Bullfrog.*

**Visitor Comment**

*What a great idea to have a donation day or trial period. Lovely to see young folks, families of all ages. Very educational. Thank you.*

## We're a Centre of Expertise

Our collections travel the world, as do our researchers. Our curators, collections managers, conservators, archivists and researchers are much-consulted experts in their fields of study. We are proud to be able to share our knowledge with others in the advancement of science and human studies.

### We are a Hub of Research

Through partnerships with First Nations youth to recover archaeological materials from caves on Vancouver Island, review of photographs documenting the history of the British Columbia Forest Service, or the gathering of plants in the Siberian mountains, our researchers are constantly adding to the way we understand BC's environmental and cultural history.

### We're an International Reference Point for Expertise

Our collections travel the globe, helping researchers broaden our understanding of the cultures and natural environment of BC. In 2010/11, we collaborated on projects and loaned materials to the American Museum of Natural History in New York, a gallery in Saskatoon, the Canadian Geological Survey, Queen's University, the University of Kansas, the University of Helsinki, the Canadian Museum of Civilization and dozens more. Our collections – and our curators, researchers and scientists who contribute to research and lead presentations both here and away – represent the Royal BC Museum's vast body of knowledge, are in demand.

## Key Initiatives and Highlights of 2010/11

### Operational Highlights

*Providing Excellent Stewardship of the Provincial Collections*

It's been a year of successes in terms of managing our property and business.

As fiscal 2010/11 ends, we're closing in on getting the proper zoning for our site. We began the process in 2008, and drew up a vision for how we wanted the site to work. It's taken us three years of diligence and close collaboration with the community and the City – and we're almost there. A new zoning for the Royal BC Museum is an achievement for everyone to be proud of: for the organization, for our partners in government, and for the public we serve. An appropriate zone – one that will meet our needs now, and 100 years from now – is the foundation we need to go forward with our vision of becoming one of the world's preeminent cultural institutions.

Our Property Management & Operations branch has been accountable for $10 million in projects over 2010/11, including completion of a four-year building envelope project, an upgrade to our elevators and major upgrades to our climate control systems in our First Peoples Gallery – with more projects in the works. Feasibility studies for making mechanical, acoustical, architectural and climate-control upgrades in our Modern History and Natural History Galleries are underway.

With support from the provincial and federal governments, we fully upgraded our electrical infrastructure system to preserve our collections and archival records, to allow future improvements to the building, and to keep our visitors safe.

Buoyed by last year's successful fundraising campaign thanks to generous donors, we began work on fire resistance, fire detection and fire suppression measures in Helmcken House and St Ann's Schoolhouse. Our new state-of-the-art systems improve fire resistance in these structures, minimize overall fire area, and provide for an immediate response in the event of a blaze.

**A Great Place to Be – a Great Place to Work!**

*Okay, we'll say it: we made it into the Top 50 Employers in BC for the fourth year running!*

*Leading the Way in Sustainability*

As one of the key ambassadors for BC's natural world, it's important for us to be as green as possible. Our new recycling and composting centres in The Museum Café and our student lunchroom makes it easy for our visitors to follow our example. Low-flush toilets, high-efficiency bulbs and hand-dryers, and motion-sensor lighting are the order of the day. We're landscaping with native, drought-resistant plants. We are working with the Climate Action Secretariat as a volunteer participant on the Self-Certification and Verification pilot project. We partner with a corporate caterer who won the 2010 Capital Regional District Eco Star Award in the climate change category.

But one of our most incredible achievements this year is *Royal BC Museum: Behind the Scenes*. It was built with sustainability in mind – from using pine beetle-damaged wood and water-based contact cement to the repurposing of wall components and structures from previous exhibitions.

For more information about our facility-related projects and our sustainability initiatives, read our Property Management and Operations newsletters, located at http://www.royalbcmuseum.bc.ca/About_RBCM/sustainability.aspx.

*Making for a Stronger Community: Upholding the Three Pillars of Corporate Responsibility*

We work to be the strongest organization we can be, socially, fiscally and environmentally.

The Royal BC Museum is a major economic engine on Vancouver Island. Even in a relatively quiet tourism year such as 2010, we contributed $12 million to the local economy. Visitors spend money not only at our box office but with our on-site partners – and it radiates outward from there, to B&Bs, hotels, restaurants and other tourism operators. We are proud to be a partner in creating important spin-off benefits for other businesses in Vancouver Island's tourism, cultural and business sectors.

We commit, every year, to managing our budget prudently. Each year sees us making greater strides in our fundraising, so that we can be as financially self-sustaining as possible. In 2010/11, donors supported us to the tune of $3.1 million, funds that assisted with collections, outreach and programming initiatives. Last year we took a hard look at our strategic goals – and then rearranged the way we deploy our workforce to better reflect our desire to meet those outcomes. Every dollar is spent as wisely as possible. It's one way we can contribute to the economic health of the province as well as the organization itself.

We're deepening our social investment. Our community supports us, which allows us to reinvest our support back into the South Island and the province as a whole. By participating in treaty negotiations as determined by our mandate. By offering an affordable, jaw-dropping venue for local events. By connecting our curators and researchers with the community through special events and presentations. By making ourselves available and affordable to our public. In fiscal 2010/11, we offered admission by donation for a week in January; we invited children with school groups to explore our galleries without charge; and we gave away 138 free memberships and museum passes to local businesses for their own fundraising activities.

Three pillars. We're standing tall on all of them. And we're only growing stronger.

### Developing the Workforce of the Future

This year saw us reassessing our human resources needs to better fit our goals now and in the future. We recruited new members for our Communications, Marketing and Sales Departments, plus a curator and a collections manager for our Natural History Department. As part of our leadership development program, we continued to invest in sending our people to Royal Roads University's Executive Leadership Development Program.

***Stirring Up Excitement in the Downtown Core***

*On May 16, 2010, Vancouver Island Helicopters lifted our massive new climate control system onto the roof of the Royal BC Museum exhibitions building. It was an exciting and noisy job, and it was done with finesse.*

### Development Highlights

As a Crown corporation, we are responsible for our financial health. On top of the financial grant we receive from the Province of BC, we depend on other revenue sources including business partnerships, admission revenue, membership, donations, grants and sponsorship to deliver our services. Our local community has been very supportive, with memberships totaling 7,542 and annual donations to the Friends of the Royal BC Museum Foundation growing each year. But the gap between our needs and our financial resources is widening, and the role of memberships and philanthropy will be vital to the continued success of the museum and archives in the future.

The work of our Development Department is being felt across the organization. Whether it's funding for forestry-related research in our Human History Department or support for outreach, each year sees us deepening our connections with BC's supportive community. Here's a quick list of just a few of our achievements:

- *Collections:* Last year we put our fundraising dollars to work on upgrading the fire suppression measures in Helmcken House and St Ann's Schoolhouse. Work will finish in spring 2011.
- *Collections:* Our grant writing secured federal and provincial funding for the upgrades we made last year to our electrical systems, and to the climate control systems in the galleries. Both projects were completed last year, on budget and ahead of schedule! These upgrades are key for our visitors' safety and our Category A status for maintaining Canadian cultural property.
- *Collections:* We received a $750,000 donation from the Audain Foundation for the Visual Arts to purchase *Grizzly Bear Mantlepiece*. See page 20 for story.
- *Research:* We established a relationship with the W. Garfield Weston Foundation. This new partnership channeled $60,000 into food-related and forestry-related projects undertaken by our Human History Department, and botanical research undertaken within Natural History.
- *Outreach:* Community support has made it possible for our natural history outreach project, *Aliens Among Us*, to travel throughout the province in the coming years. Our donors have given generously, funding this project fully so that the exhibition will be accessible to British Columbians in nine communities outside Victoria.
- *Exhibitions:* We secured sponsorship support for *The Other Emily*, which has allowed us to enhance the programming and expand the marketing reach surrounding this unique exhibition. London Drugs returned as one of our most supportive partners, offering in-store promotions to support *The Other Emily*. Shaw Communications also joined forces with us, offering up financial support coupled with an incredible amount of advertising and marketing for the exhibition. This kind of backing from our corporate sponsors makes our exhibitions successful.

### Visitor Experience Highlights

It's been a critical year in terms of the visitor experience. We've pursued a distinct shift in what we offer to the public and in what we're starting to plan for future years. We articulated this shift in our corporate priorities, and also in the Visitor Experience Plan we developed two years ago. It's all part of working toward achieving a balance between bringing in travelling exhibitions and telling our own story. *Royal BC Museum: Behind the Scenes* is a model for us: first, we reveal our own story, and in doing so we expose visitors to the work of a museum through its collections. Second, the work we've done is actually development for future projects: much of the work in *Behind the Scenes* is intended to do double duty toward informing the long-term renewal of our galleries.

*Behind the Scenes* has been very well received by our visiting public. It's a dynamic multi-dimensional project that includes a major exhibition, activities and events, an online component, and an exciting new outreach initiative. We've also engineered a continual swapping of exhibitions within the exhibition: when *Aliens Among Us*

**Artifact or Artifiction Comment**

*As newcomers to Victoria three years ago, we have been to many fundraisers. I would like to congratulate all the staff and the volunteers for a super well-done job. The event was great, the food also. The atmosphere was ... too many superlatives may go to your head! Just Kidding!*

*Artifact or Artifiction...*

Artifact or Artifiction

The community's enthusiasm and support peaked this year for *Artifact or Artifiction*, making it our biggest and best yet. We sold every last one of our 400 tickets; we increased our capacity; and we secured all 32 sponsor positions – our highest sponsorship support ever. Support from CHEK and Tony Parsons acting as emcee made the event a fun and high-profile kickoff to our fall *Aliens Among Us: The Travelling Exhibition* campaign. We raised $90,000 last year – significantly more than 2009/10's $59,000. With dinner and the mystery game up in the galleries, we brought the evening to a close with prizes in the National Geographic IMAX Theatre. Changing our closing venue allowed us to host more people in greater comfort than in years past.

*Artifact or Artifiction* is an engaging, intellectual community event that lets us challenge our guests' knowledge while highlighting our key asset: the provincial collections.

**Artifact or Artifiction Comment**

*Fabulous evening, even though none of us won any of the prizes. We all had such fun and look forward to next year. Thanks for all of your hard work. Look forward to working with you all very soon.*

closed, *The Other Emily* was right there to take its place. From the foundational exhibition arise the spinoff elements.

Over the past year, our Learning and Visitor Experience Department has been in a period of transition. We've shifted our focus in exhibitions toward the story of British Columbia. We've shifted our programming focus to better appeal to and support our members – and we've increased our offerings to families and children. In regard to our school programming, we've done a comprehensive assessment of what we offer and what teachers want. As we follow our vision, we are creating ways to develop new audiences, and encourage lifelong use of the Royal BC Museum.

When we lost the *Terra Cotta Warriors* exhibition, we used it as an opportunity to take a hard look at our priorities for the next five years. We looked at bringing in projects that meet our new objectives surrounding programming for children and families – and we shifted our resources around to meet these goals. We're refocusing on the renewal of our galleries. The loss of a blockbuster exhibition left us with a bit of a hole – but more importantly, it left us with an opportunity to move our resources away from transitory projects and instead, channel them toward meeting our fundamental priorities.

*Reaching Out: The Digital, Travelling Museum*

Back in 1995, we were among the first museums in Canada to enter the online world with an official website. Now, our site is one of the most popular in the province, with about five million views each year. Fiscal 2010/11 kept us busy building our presence on Facebook and YouTube, where we share our stories with online visitors. We also launched a Royal BC Museum blog, where our experts offer their insights into the deeper reaches of the museum collection. This year we launched a Twitter feed, and a social media channel specifically for our newest exhibition, *The Other Emily*, which offers audio clips from Carr's friends, photos from the BC Archives and stories about Emily Carr. It's all part of becoming the Royal BC Museum of the future – engaging our audience, bridging generations and sparking dialogue between our audience and our experts.

But that's not all. Thanks to our donors, we were able to raise enough funds in fiscal 2010/11 to send the aliens packing! Created with the intention of turning it into a travelling exhibition, *Aliens Among Us* was disassembled at the end of the year and prepared for a nine-venue tour to communities around BC – an undertaking that we see as fundamental to our mission. Museums around the province have lined up to be a part of this exciting outreach initiative. We've created a website – a virtual exhibition, if you will – which will launch when *Aliens Among Us* hits the road for its cross-province travels.

### Together We're Stronger

Thank you to our corporate and government partners who have helped us bring the BC story to millions over the past year: BC Ferries, BC Hydro, Budget Rent-a-Car, Canadian Heritage, London Drugs, CIBC, Shaw Communications, and the Canadian Heritage Information Network and the Canadian Museums Association.

### Visitor Connects Us with a Historic Carr Artifact

A serendipitous discussion between a visitor and one of our staffers about *The Other Emily* exhibition resulted in us being able to add a postcard written by Emily Carr's sister, Alice, to our collections. You just never know who you're going to run into up in the galleries!

**Artifact or Artifiction Comment**

*I think this event was the best yet for Artifact or Artifiction. Great food as always. Although there were more people it did not feel too crowded. Winding up in the IMAX was a very good idea and it was nice to sit down after a few hours of walking around. Well done!*

– Rob Gareau, Director, CIBC Commercial Banking

Produced in partnership with the Canadian Heritage Information Network for the Virtual Museum of Canada, the companion website not only acts as a guide to alien species in BC, but it invites our visitors to get their hands dirty in a public science project.

With the support of our own John and Joan Walton Innovation Fund, we're developing an iPhone app – it will be the first by a western Canadian museum – that enables members of the public to upload photos and post sightings of alien species that they encounter in their travels throughout the province. While numerous agencies are involved in the issue of invasive species, no one but the Royal BC Museum has the kind of collections that document all life forms across the province. Our role is to educate the public and work with other agencies to connect our audience with those organizations that are working to manage the problem of invasive species in British Columbia. Our iPhone app and virtual exhibition are ways for us to facilitate those connections. It's science, in real time!

Planning the visitor experience requires a long-term approach. Traveling exhibitions are booked years in advance. Our own exhibitions take a long time to develop. One major long-term initiative is the renewal of our permanent galleries. They have been enjoyed by literally millions of visitors, but it is time for their revitalization. We have new stories of BC's heritage to explore and many new and exciting ways of engaging visitors. Our first priority is the renewal of the 3rd floor Human History Gallery and planning started this year as we began to imagine the storyline of the renewed gallery. Once the story is fashioned, we will conceive the design for how it will be told as a visitor experience.

### Sister and I

In March, we hosted a special women's event when we rolled out *The Other Emily*. Our idea? To invite a few hundred women in leadership positions to join us for a special opening of an exhibition that showcases one of BC's most significant female figures. But that's not where it ends. We asked each of our guests to bring along friend – another woman who's on her way to greatness. With the help of our exhibition sponsors, we threw a big dinner party for our female guests, followed by an exclusive tour of *The Other Emily*. It was a special evening, indeed – and an opportunity for us to use our collections to deepen our connections with our supportive community.

### Historic Collection Sparks New Ideas

The Royal BC Museum holds the largest Emily Carr collection anywhere in the world and every once in a while the collections yield a new angle on an old theme. When BC artist Manon Elder was leafing through some lesser-known images of British Columbian artist and writer, Emily Carr in our archives, she realized that the customary depiction of Carr ignored the enigmatic woman's earlier years. Whereas wider society had traditionally been handed a gruff, idiosyncratic Carr who was getting on in years, Elder discovered a vibrant and creative young Emily.

In the wake of this discovery, Elder created a series of portraits of Carr for the Royal BC Museum exhibition *The Other Emily: Redefining Emily Carr*. Curators and museum staff worked to pair the portraits with archival photographs, Carr's own artworks, and artifacts from our collections. The result? A completely fresh take on a Canadian icon.

**Poo knew?**

*Here's a funny little fact. The most often replaced part of the hands-on component of the kids' area in* Behind the Scenes *is... the animal poo. Our exhibit arts technicians have had to recreate the scat several times!*

The other long-term endeavour is the planning of our feature exhibition schedule – the shaping of a program on incoming touring exhibitions from the great museums of the world. That process took many steps forward this year as we booked exciting new presentations on a range of fascinating topics.

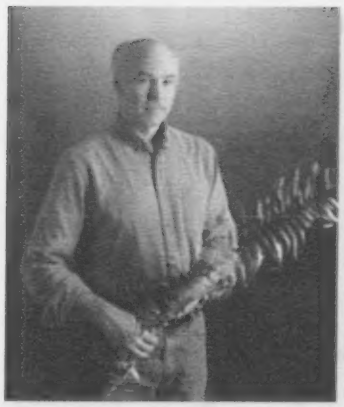
### Collections Highlights

We made progress in our cold storage of fragile collections in fiscal 2010/11. Through our risk analysis, we identified specific risks to individual collections – such as earthquakes, plumbing leaks and poor temperature control – and planned mitigating strategies. Our work at this critical time – when we're looking ahead to planning new facilities – ensures our future stewardship role will be effective and based on sound collections preservation considerations.

Our staff fielded thousands of individual inquiries for information, gave numerous talks and presentations, and provided collection access tours. Our archivists were kept busy implementing the BC Archives database. The first transfer of artifacts by Treaty to the Nisga'a First Nation and the signing of a first custodial agreement with the Ktunaxa First Nation were major milestones for us this year.

### The Ice Age Revisited

What else do museum staff do during their coffee break on a snow day? Why, build a tiny snow mammoth, of course!



*Dr. Richard Hebda, curator of Botany and Earth History, and Dr. Ken Marr, curator of Botany.*

In late July, our botany curators, Dr. Richard Hebda and Dr. Ken Marr, packed their bags (and their plant pressers and their dryers) and headed for Siberia on a collecting trip. Hiking past sheep and yaks, through snow squalls and across high ridges, the researchers worked for eight days with their Russian research partners, collecting 25 target species that demonstrate the shared biological heritage of BC and northern Russia. Upon their return,

### Royal BC Museum Discovers New Spokesman

When we first met Jack, he was a curious six-year-old taking notes during an afternoon Discover talk. At the end of the program, Jack thanked the presenter, and even asked a few questions. Fast forward two years, and we find Jack exploring the activities in *Behind the Scenes* – for two days in a row. On the second day he participated in a video interview. It became clear to us then that Jack would be an excellent spokesperson for the new exhibition. He was thrilled: he got to wear a lab coat and talk with the media about his favourite things in the museum!

**Recognizing the Collection**

*Manon Elder's contribution to* The Other Emily *shows how valuable and inspirational the Royal BC Museum's collections are today to artists and the public.*

– Stephanie Cadieux, Minister of Labour, Citizens' Services and Open Government

A Panorama of the Overland Route *by Roland P. Meade.*

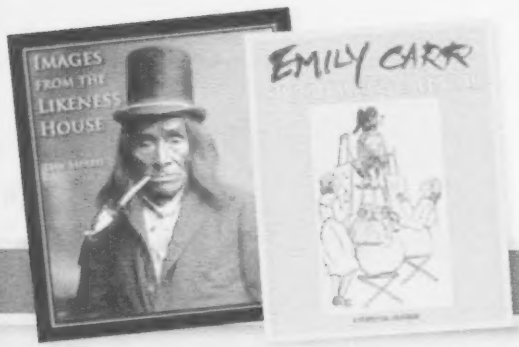
*A photograph of Quesnel, BC taken in 1957.*

work began immediately on tissue analysis and DNA sequencing. The researchers' findings from this once-in-a-lifetime field trip will undoubtedly shed more light on the migration patterns of BC's plant life. This trip was made possible by the support from the John and Joan Walton Innovator's Fund.

2010/11 also saw us launching an integrated, online database of our museum and archival collections. Using an online search tool developed by eSolutions Group, the artifacts, archives and specimens within the provincial collection are now accessible to researchers

### Archives Acquires Painting Depicting a Quesnel of Old

When writer, historian and long-time archives user Dr. Joan Schwartz alerted us to a painting at auction depicting Quesnelle (now the city of Quesnel) by artist/adventurer Roland P. Meade (1837-1879), we jumped. Meade, whose works are rare, was a detainee of the Red River Rebellion in 1869, where he sketched the execution of Thomas Scott. Through the financial support of the Friends of the BC Archives, the acquired watercolour, *A Panorama of the Overland Route*, provides a point of view unknown in other visual records from the time. Its accuracy can be corroborated by contemporary photographs showing buildings, geographic features, and even little details such as the correct number of flagpoles.




**Royal BC Museum Publishing**

*Richly illustrated with over 300 photographs – and winner of a BC Book Prize –* Images from the Likeness House *by Dan Savard explores the relationship between First Peoples on the northwest coast and the photographers who made "likenesses" of them from the late 1850s to the 1920s.* Studio Billie's Calendar *features 12 of Emily Carr's whimsical drawings of her dog, and is reusable from year to year.*

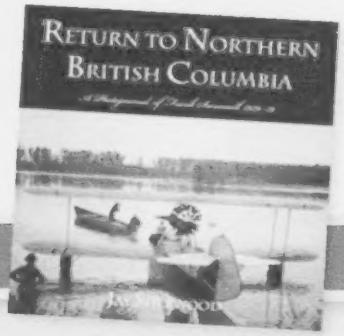
and the general public – many for the first time since the museum was established in 1886. The new search tool makes it easy for visitors to use the online collections to explore and reveal new insights into the human and natural history of BC. Visitors can export details of specific artifacts in PDF format, perform cross-disciplinary searches, see detailed views of artifacts, and check out their own histories – all from the comforts of their favourite chair. The development of our online collections and research plan speaks to our commitment to cultural resource management – and to the proper stewardship of British Columbia's collections.

### A Custodial Agreement with First Nations

In late May, the Royal BC Museum participated in a significant cultural achievement, signing a custodial agreement with the Ktunaxa First Nation. Conducted outside existing treaty agreements, this custodial agreement is one of the first in Canada. It was quite a moving signing, with people on all sides expressing their appreciation to the Royal BC Museum for our role in the process. It was an important ceremony, marking a significant agreement: while the Royal BC Museum holds these artifacts, we will engage the Ktunaxa Nation in conversation before we exhibit the artifacts, or lend them to others. In return, the Ktunaxa will share information with us about these artifacts: how they were used, what knowledge they can impart to us now, the stories they contain. The Ktunaxa Custodial Agreement is an agreement we both gain from. And it's a model that other museums may look to in the future.

### Nisga'a Artifacts Find their Way Home

In mid-September, the Royal BC Museum participated in a watershed event: the return of numerous items of cultural significance to the Nisga'a Nation – the first transfer of its kind to result from a treaty. The returned items have great spiritual importance to the Nisga'a. In all, about 150 items – including rattles, masks, a soul catcher, and a 55-foot totem pole – were repatriated. The Nisga'a First Nation opened a new museum in May 2011 where these artifacts will reside.




**Royal BC Museum Publishing**

*Jay Sherwood was back at it again last year, releasing his* Return to Northern British Columbia, *his third book on the adventures of intrepid BC surveyor Frank Swannell.*

*The unveiling of Bill Reid's* Grizzly Bear Mantlepiece.

*Dr. Martine Reid, Michael Audain and His Honour, Steven Point, Lieutenant Governor of British Columbia.*

### Grizzly Bear Mantlepiece Finds a Home at RBCM

At the Royal BC Museum, philanthropy supports the acquisition of key artifacts for the BC collection. The highlight of the year for our Ethnology Department was the acquisition of a work by Bill Reid (1920-98) called *Grizzly Bear Mantlepiece*. Made possible through a donation of $750,000 from the Audain Foundation for the Visual Arts, this large (96 x 200 x 32 cm), carved and painted cedar panel was commissioned by friends of Reid's in 1954 at the beginning of his career. It is a welcome addition to our small collection of works by this important Canadian artist. *Grizzly Bear Mantlepiece* was unveiled at an event in the First Peoples galleries on February 18. This contribution from the Audain Foundation is one of the most significant donations in the museum's 125-year history. We are grateful for this donation, and recognize that we would not be able to acquire high-value objects without the support of our funders.

*There are great people in this world, some of them create great structures and buildings we stand in today, others use their creative genius to bring about great democracies and great freedoms, while others strive to capture our history and our values and magnificent pieces of art work.*

– The Honourable Steven L. Point, Lieutenant Governor of British Columbia
speaking at the unveiling of *Grizzly Bear Mantlepiece*

# Corporate Governance

The Royal BC Museum (Royal BC Museum) Corporation is overseen by an 11-member Board of Directors that is appointed by the Province. Our Board of Directors is accountable to the Community, Sport and Cultural Development Minister, and appoints a Chief Executive Officer to implement policies and achieve corporate goals. The Board oversees our business and CEO, who in turn is responsible for daily operations of the Royal BC Museum.

*Donald Hayes*
*(Vancouver)*
*Chair*

*Peter Gustavson*
*(Victoria)*
*Director*

*Graham S. Lee*
*(Vancouver)*
*Director*

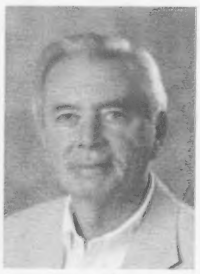
*Susan Knott*
*(Vancouver)*
*Director*

*Bud Smith*
*(Kamloops)*
*Director*

*Neil Sterritt*
*(150 Mile House)*
*Director*

*Marg Vandenberg*
*(Vancouver)*
*Director*

*Lillian White*
*(Surrey)*
*Director*



*John Williams*
*(Victoria)*
*Vice Chair*

### Bidding Farewell to One of our Board Members (David McMillan)

*With great sadness, the Royal BC Museum bade farewell to former Board Chair David McMillan. David passed away August 7, 2010, after a brave battle with cancer. With an extensive business background, David came to us having worked as General Manager and CEO of Island Farms, as a community leader and founding member of our Board in 2003. David served as Chair from 2007 to 2009, remaining active thereafter on the Board to share his guidance and wisdom. A leader by example, David's commitment to pursuing excellence in every aspect of business – from customer service and marketing to management and human resources – made him an invaluable contributor to the operation of the Royal BC Museum. He will be greatly missed.*

*David McMillan*
*1934-2010*

The Board adheres to these principles in its operation:

- Leadership and stewardship is the role of the Board as determined by legislation
- Clarity of roles and responsibilities
- Trust and transparency in all Board discussions and in the operation of the Royal BC Museum
- Service and corporate citizenship
- Objective analysis of given material to make the best decisions
- Accountability and performance
- Continuous improvement in Royal BC Museum business operations and in Board functioning

## Board Committees

### Finance and Audit

- **Purpose**: Ensuring that our financial and accounting policies conform to the *Museum Act* and all other applicable legislation, and that our financial reporting systems meet the needs of the Board and the Royal BC Museum
- **Members**: Peter Gustavson (Chair); Lillian White; John Williams; ex-officio members: Donald Hayes (Board Chair); Pauline Rafferty (CEO)
- **Staff**: Faye Zinck (Chief Financial Officer)

### Strategic Fund Development

- **Purpose**: Participating in strategic fund development activities that support the implementation of the fundraising plan
- **Members**: Marg Vandenberg (Chair); Susan Knott; Robert Peterson (President of the Friends of the Royal BC Museum Foundation); Bud Smith; ex-officio members: Donald Hayes (Board Chair); Pauline Rafferty (CEO)
- **Staff**: Diane Lloyd (Director, Development)

### Governance and Nominating

- **Purpose**: Overseeing the Board's nominating and governance activities, establishing criteria for Board membership; pre-screening and recommending candidates; managing Board orientations and evaluations; and maintaining documentation. Manages corporate governance and monitors Board effectiveness
- **Members**: Neil Sterritt (Chair); Susan Knott; Bud Smith; Lillian White; ex-officio members: Donald Hayes (Board Chair); Pauline Rafferty (CEO)

### Site Development

- **Purpose**: This is a limited-term "special purpose" committee that advises the Board on Royal BC Museum site renewal, overseeing and establishing policies for management of Royal BC Museum land and property
- **Members**: Graham Lee (Chair); Murray Farmer; John Williams; ex-officio members: Donald Hayes (Board Chair); Pauline Rafferty (CEO)
- **Staff**: Angela Williams (Director, Business and Operational Services)

The Royal BC Museum Board of Directors acts in accordance with the *Best Practices Guidelines: BC Governance and Disclosure Guidelines for Governing Boards of Public Sector Organizations*, which can be found at http://www.fin.gov.bc.ca/brdo/governance/corporateguidelines.pdf. Detailed information about our Board of Directors can be found at http://www.royalbcmuseum.bc.ca/about_RBCM/Directors.aspx.

## Senior Management Team

Pauline Rafferty –
Chief Executive Officer

Diane Lloyd –
Director, Development

Gary Mitchell –
Director, Collections, Research and Access Services

Angela Williams –
Director, Business and Operational Services

Tim Willis –
Director, Exhibitions and Visitor Experience

Faye Zinck –
Chief Financial Officer and Chief Information Officer

**Visitor Comment**

*As a molecular biologist, I loved seeing how my colleagues in other disciplines do lab work and what they publish! I feel like museums aren't as valued as they used to be as centers of research, though maybe that my personal bias – definitely giving it second thought ☺ Thanks! PS LOVE the microscopy exhibits of adjustable focus – could spend all day with a few of those.*

# Report on Performance

To fulfill our mandate and achieve our vision, the Royal BC Museum has established three key goals:

1. Support collections that are representative of the human and natural history of BC;
2. Be an organization that offers an exceptional standard of visitor welcome, hospitality and service; and
3. Be a sustainable, high-performing organization.

For each goal, strategies and performance measures were established in the *2010/11 to 2012/13 Service Plan Update*. The results for 2010/11 are shown below compared to 2008/09 and 2009/10 results and to 2010/11 targets.

## Benchmark Comparisons

To date, we have not found comparable benchmarks for the Royal BC Museum for our stated performance measures. We are unique in that we are not just a museum and not just archives – we're both. Thus, no comparable data exist from which to draw comparisons. However, the processes we use to manage risks to the collection meet the best practices of major museums and archives in Canada. Each institution adopts unique solutions, since each has a specialized collection and inherent challenges. We will continue to examine benchmarks set by other museums and archives in Canada in the interests of comparing our performance.

| GOAL 1 | STRATEGIES | | | | | |
|---|---|---|---|---|---|---|
| **Support collections that are representative of the human and natural history of BC** | **1.1** Advance management of collections by implementing solutions to address highest risks in order to protect the longevity of the collections<br>**1.2** Generate new information using collections-based research in order to reveal the unique BC story | | | | | |
| **PERFORMANCE MEASURES** | **Actual 2008/09** | **Actual 2009/10** | **Target 2010/11** | **Actual 2010/11** | **Target 2011/12** | **Target 2012/13** |
| **PM.1** Collection risk management index | 84% | 86% | 88% | 88% | 89% | 90% |
| **PM.2** Number of publications | 46 | 39 | 65 | 29 | 55 | 56 |

## Importance of the Performance Measures

**PM.1** The collection management risk index indicates how much of the collection is housed adequately according to international standards; thus it is a measurement of how we are performing our stewardship role for the provincial collections (i.e. how well we are protecting and preserving the provincial museum and provincial archives collections).

**PM.2** The number of publications illustrates how, through our vibrant collections-based research program, we are continually adding to our understanding of biodiversity, human diversity and the interrelationships between people and nature in British Columbia. Our ongoing research contributes to the wellbeing of the entire province – culturally, academically, environmentally and economically.

## Performance Analysis

**PM.1** A risk assessment review was undertaken in 2010/11 to confirm progress, update the risk management index, and to redefine future targets.

**PM.2** For the second year the targeted number of publications was lower than expected due largely to the amount of curatorial staff time dedicated to the implementation of *Behind the Scenes*; and the creation and implementation of *The Other Emily*; and *Aliens Among Us* exhibitions and the restoration of Helmcken House and St Ann's Schoolhouse, as well as the absence of a natural science and social history curator. Publication targets for future years will be reviewed to ensure they are in keeping with our strategic priorities.

## Data Sources for Performance Measures

**PM.1** The collection risk management index is the percentage of the total number of units in the collection (artifacts, archives and specimens) that are being stored adequately according to international standards. The initial risk assessment was conducted through 2004 and 2005 and targets were set with increases of 2% per year. Achievements are calculated by the number of items housed in proper storage divided by the total number of items needing storage. The assessment is based on current knowledge and professional judgment. We cannot say with certainty that we have identified all critical gaps.

**PM.2** This measure is based on the actual number of titles published or in progress of publication from April 1, 2010 to March 31, 2011. Titles in progress of publication were submitted by the author to the publishing agency prior to March 31, 2011. Publishing priorities and scheduling influence the exact date of publication release, factors outside the control of the author and the Royal BC Museum. We emphasize publishing in peer-reviewed publications. This data is reliable and verifiable by direct inspection.

*I have visited since I was a young girl and now grown I have brought my children through the years who are college age now and we still come and enjoy this museum each and every visit. May their children enjoy this as we all have. Thank you.*

– Laura and Annie Kaufmann, Portland, OR, USA

| GOAL 2 | STRATEGIES | | | | | |
|---|---|---|---|---|---|---|
| **Be an organization that offers an exceptional standard of visitor welcome, hospitality and service** | **2.1** Create an experience that engages and encourages visitors to explore the BC story in order to enrich people's lives | | | | | |
| **PERFORMANCE MEASURES** | **Actual 2008/09** | **Actual 2009/10** | **Target 2010/11** | **Actual 2010/11** | **Target 2011/12** | **Target 2012/13** |
| **PM.3** Visitor volume on-site and online | 0.30 M<br>15.8 M | 0.40 M<br>16.28 M on website | 0.47 M<br>16.5 M on website | 0.423 M<br>14.6 M on website | 0.42 M<br>17.0 M on website | 0.50 M<br>18.0 M on website |
| **PM.4** % of people using our services who report they are satisfied | N/A | 87% | 91% | 88% | 89% | 94% |
| **PM.5** % of visitors reporting an increased understanding of the BC Story | 85% | Not measured | 91% | 78% | 92% | 93% |

### Importance of the Performance Measures

**PM.3** Visitor volume on-site and online is fundamental in assessing our success in attracting visitors.

**PM.4** This measures our ability to provide a welcoming environment, and shows our success in increasing visitor understanding – key to building long-term relationships and repeat visits.

**PM.5** This measure shows our success in sharing the story of BC with our visitors. This is key to building long-term relationships and repeat visitation. This data is collected through an annual survey. This data is tightly controlled and is reliable.

### Performance Analysis

**PM.3** The targeted number of on-site visitors was lower than expected, due largely to the post recovery of tourism in Victoria. Two exhibitions were opened and running through this period: *Behind the Scenes (Part 1: Natural History)*; and *The Other Emily*. The tourism industry is forecasting slow but steady recovery for 2011.

**PM.4** The data demonstrates that the Royal BC Museum is providing an overall good product for which the visitors are generally satisfied.

**PM.5** The data demonstrates that the Royal BC Museum is educating visitors about British Columbia, and that the majority of these visitors have experienced an increase in awareness after their visit.

### Data Sources for Performance Measures

**PM.3** The data for PM.3 is collected by our entrance procedures and website statistics for the period April 1, 2009 to March 31, 2010. This data is tightly controlled and is reliable.

**PM.4** The data for PM.5 was gathered from a response of 193 visitors in random exit interviews during the period of the 11-13th of November. The data is reliable with 97.2% confidence, 19 times out of 20. This figure is also captured through comment cards that are tallied on a regular basis. (Note: PM.4 measures satisfaction for on-site visitations and does not include web visits.)

**PM.5** The data for PM.5 was gathered from a response of 193 visitors in random exit interviews during the period of the 11-13th of November. The data is reliable with 97.2% confidence, 19 times out of 20. (Note: PM.5 measures only on-site visitations and does not include web visits.)

***Behind the Scenes* Visitor Comment**

*The word museum stems from a Greek word meaning "shrine of the muses, protectors of art and science". Certainly for me, the natural history collection at the Royal BC Museum serves as a source of inspiration for learning about the rich biological diversity in British Columbia and beyond.*

– Melissa Frey, Curator of Invertebrate Zoology

| GOAL 3 | STRATEGIES | | | | | |
|---|---|---|---|---|---|---|
| **Be a sustainable, high-performing organization** | **3.1** Diversify and increase revenue sources in order to achieve our mission<br>**3.2** Create a highly motivated workforce in order to achieve excellence in fulfilling our mission<br>**3.3** Establish relationships and invite partnerships in order to attain a broad base of community support<br>**3.4** Be responsible managers of our property and infrastructure by focusing on prevention in order to reduce risks and environmental impact | | | | | |
| **PERFORMANCE MEASURES** | **Actual 2008/09** | **Actual 2009/10** | **Target 2010/11** | **Actual 2010/11** | **Target 2011/12** | **Target 2012/13** |
| **PM.6**<br>Revenue earned from operations | $7.9 M | $7.48 M | $6.6 M | $6.5 M | $6.6 M | $6.8 M |
| **PM.7**<br>% of staff reporting they are satisfied or very satisfied | Non survey year | 85% | Non survey year | Non survey year | 88% | Non survey year |
| Rating out of 5 | | 4.4 | | | 4.6 | |
| **PM.8**<br>Community support through in-kind goods and services, volunteer support, donations and sponsorships | Volunteer hours: 42,000 | 40,000 | 42,000 | 40,000 | 42,000 | 42,000 |
| | In-kind media: $1.14 M | $1.42 M | $1.0 M | $0.85 M | $1.1 M | $1.1 M |
| | Donations: $233,882 | $327,830 | $500,000 | $967,607 | $600,000 | $600,000 |
| | Sponsorship: $480,753 | $498,125 | $500,000 | $412,000 | $600,000 | $600,000 |

### Importance of the Performance Measures

**PM.6** Revenue earned from operations indicates our progress in diversifying our revenue base and achieving greater financial self-sufficiency. For the Royal BC Museum, complete self-sufficiency is not a viable target, as several of our most significant activities – such as maintaining the provincial archives or preserving natural history specimens – while vital to the public good, do not generate revenue.

**PM.7** The Royal BC Museum provides superior economic and scholarly leadership in the province and around the world. We want to employ staff who are highly engaged, motivated and committed to bringing our vision to fruition. The Royal BC Museum regularly monitors and revises programs to ensure staff members have the resources they need; the Corporation also documents the steps taken to address any issues raised by employees.

**PM.8** To achieve our goals, we need support from all sides: our volunteers, our community and our donors. PM.8 examines the general level of support for the Royal BC Museum throughout the province, with a special focus on Victoria and the Lower Mainland. The measure provides a snapshot of the level of volunteering at the Royal BC Museum, and of the support we have from the business community. It is also a good predictor of our ability to attract and retain volunteers and generate revenue through sponsorships and donations.

### Performance Analysis

**PM.6** The economic downturn and slump in tourism to British Columbia and Victoria had a major impact on our revenue. Attendance was lower than forecast with a corresponding reduction in admission revenue. Coupled with a reduced operating grant from the province, this made for another challenging year. In 2009/10, we made staffing reductions to mitigate the revenue loss. In 2010/11 we took further prompt action to develop strategies to mitigate the reduction in revenue by cutting back on expenditures and growing the membership program to help stabilize our revenue. We also implemented a pricing model strategy with a view to maximizing revenues.

**PM.7** The Royal BC Museum was one of BC's Top 50 Employers for the fourth consecutive year and we were among Canada's Top 100 Employers for the second time in 2010.

**PM.8** The number of volunteer hours was lower than the target as fewer volunteers were required in the galleries. This was due to the number of on-site visitors in 2010/11 being lower than expected (see PM.4).

Donations to the Royal BC Museum from both financial donors and collections donors continued to grow in 10/11 despite a challenging economic climate. Sponsorship opportunities increased, with sponsorship support from media and business for our special exhibitions *Behind the Scenes* and *The Other Emily*. Donations met the target for the *Aliens Among Us* traveling exhibition; and Helmcken House and St. Ann's Schoolhouse projects will be completed on time and on target largely due to donations acquired in the 2010/11 fundraising cycle.

In kind media support came in on target largely as a result of forward planning and constant contact with our media partners. We strategically combined all our media purchases for the entire year to give us greater leverage in achieving in-kind media support.

### Data Sources for Performance Measures

**PM.6** The data for PM.5 is drawn from the Royal BC Museum financial system for the period April 1, 2010 to March 31, 2011 and is reliable.

**PM.7** An Employee Engagement Survey has been fielded since 2004 and takes place every second year, with 2010-11 being a non-survey year. The Royal BC Museum regularly monitors and revises programs to ensure staff members have the resources they need.

**PM.8** An on-line (web based) volunteer management database was implemented in 2010/11 which enables volunteers to register their hours and the reporting includes the period April 1, 2010 to March 31, 2011. Financial support data are tracked through databases consistent with the standards of professional fundraising organizations and the Royal BC Museum financial system for the period April 1, 2010 to March 31, 2011.

# Progress Against Shareholder's Letter of Expectations

Below are the specific directions outlined in the Shareholder's Letter of Expectations and the Royal BC Museum Corporation's actions in fiscal 2010/11. Further details about our specific accomplishments are in the *Year in Review*.

| Specific Direction | RBCM Actions in 2010/11 |
|---|---|
| To operate the business of the Corporation including maintaining collections and archives of the government, managing the building complex and driving revenue. | • We continued to operate and maintain the museum and archives with a view to the future that increases our relevance to the people of British Columbia and in turn increases our revenue. Our new focus on programming for families and children will help us achieve this end.<br>• Ongoing food service, retail, and royalty agreements with the National Geographic IMAX Theatre and Willie's Bakery (operators of the Museum Café and Royale kiosk), enhanced our financial position and provided services to our visitors.<br>• After consultation with the community and with the City of Victoria, we're optimistic we will soon receive a new zoning for the Royal BC Museum property. This comprehensive development zone ensures our economic viability and provides options for growth of the museum and archives.<br>• Our electronic collections management system is complete. This makes the holdings of the entire Royal BC Museum accessible to staff within a single integrated database. The publication of our collections and research plans online makes the millions of items in the provincial collections and holdings accessible to anyone, anywhere, at any time over the web.<br>• Preparations for cold storage of our unstable cellulose nitrate and cellulose acetate collections is progressing well. As of March 31, 2011, 95% of the Natural History collection has been processed as have 90% of the Human History collections; about half of the BC Archives collections have been processed.<br>• Our collections risk assessment data have been analyzed and graphically represented, with the most significant risks identified, and strategies for mitigating those risks proposed in a final report to the Executive. This work has taken place at a critical time, during the initial planning stages for site redevelopment, during which decisions leading to major costing projections must be made. This will ensure that our future stewardship role will be effective and based on sound collections preservation considerations.<br>• We continued to acquire thousands of artifacts, specimens, and archival records relating to BC's ancient and recent history. (See Appendix A for details)<br>• With federal and provincial government support, we upgraded our electrical systems to better care for the collections and to keep our visitors safe; and we implemented climate control upgrades to our HVAC systems that are critical to the Royal BC Museum maintaining our Category A designation that allows us to properly care for Canadian cultural property. |

***Behind the Scenes* Visitor Comment**

*I had so much fun, but my favourite part was dressing up as a spider and bee. I want to work in a museum one day.*

| Specific Direction | RBCM Actions in 2010/11 |
|---|---|
| | • As a premier tourist attraction in Victoria, we continued to work with our partners in the tourism industry to maximize our collective marketing reach to bring visitors to Victoria and to the museum.<br>• We welcomed 530,000 visitors on-site at the Royal BC Museum, and 2,496,827 visits at www.royalbcmuseum.bc.ca. We received 4,645 in-person visits, 1,587 email research enquiries, 898 fax research enquiries and 300 mail enquiries.<br>• We devoted our energies to *Royal BC Museum: Behind the Scenes*, a double-pronged exhibition that invites visitors to see the important work we do, and that helps us plan for the renewal of our galleries in the near future. *Behind the Scenes*, *Aliens Among Us* and *The Other Emily*. Donors fully financed the cross-province travels of *Aliens Among Us* as an outreach project. |
| To ensure that annual expenditures do not exceed annual revenues. | The recession and slump in tourism to BC and Victoria negatively impacted visitation to our galleries and exhibitions, resulting in lower than forecast revenues and a net income of $0.053 million. We moved promptly to reduce expenses, including cancelling the second installment of *Behind the Scenes: Human History* and instead refocusing our energies on gallery renewal and other projects that help us to meet our mandate and mission.<br>Revenue 18.644 M<br>Expenses 18.591 M<br>Net Income 0.053 M |
| To implement a sustainable fundraising program that includes philanthropic giving, sponsorships, grants and corporate partnerships. | • Our fall fundraising campaign raised $303,000 for the *Aliens Among Us* travelling outreach exhibition.<br>• *Artifact or Artifiction*, our annual fundraising event, was the most successful to date with net proceeds of $90,000. These monies were applied to the *Aliens Among Us* travelling exhibition.<br>• We continued to receive support for our exhibitions from sponsors such as London Drugs and CHEK. We were delighted to bring Shaw on board as a sponsor for *The Other Emily*.<br>• Financial support from all sources, including federal and provincial government funding, grants, sponsorships and individual donations such as a generous gift from the Audain Foundation for the Visual Arts exceeded $3.1 million in 2010/11. |

***Behind the Scenes* Visitor Comment**

*As a US museum professional, I was told it was up there with the Smithsonian. Living in Washington, I had to come! Great exhibit!*

| Specific Direction | RBCM Actions in 2010/11 |
|---|---|
| To provide leadership to the museum and archives community in British Columbia through sharing of expertise and knowledge as well as supporting community initiatives through the loan of collections materials. | We continued to be:<br>• a leader for the museum and archive community in BC and Canada (through numerous symposia, by sharing our expertise and advice with other cultural institutions, and by staff serving on the BC Museums Association Council)<br>• an international reference point for expertise and information (with researchers from New York, Kansas, Denver, Ottawa and Finland accessing our collections).<br>• a business leader (we were named one of BC's Top 50 Employers for the fourth year in a row)<br>• a community leader through our involvement with the BC Museums Association, the Canadian Museums Association and the Association of Canadian Archivists. |
| In support of good communication, the Board will provide opportunities to engage the Minister in dialogue throughout the year. | The Board Chair and Vice Chair meet regularly with the Minister to ensure open lines of communication. We invite the Minister to speak at Royal BC Museum press announcements and exhibition openings, and we engage the Minister and key staff through special presentations, behind the scenes tours and events related to our feature exhibitions. On an annual basis, the Chair and CEO provide a letter to the Minster outlining how the Board, through the CEO and the staff, has achieved results relative to the specific direction in the Shareholder's Letter of Expectations. |

The Shareholder's Letter of Expectation can be found at
http://www.royalbcmuseum.bc.ca/Reports_Policy/Shrhldrs_Ltr.aspx

***Behind the Scenes* Visitor Comment**
*Museums are an important resource for knowledge of many different kinds. Keep up the good work.*

# Financial Report

**(Audited)**

March 31, 2011

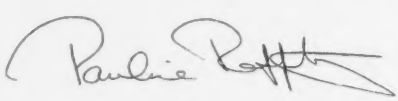
## Management's Report

The financial statements of the Royal British Columbia Museum Corporation have been prepared by management in accordance with Canadian generally accepted accounting principles, and the integrity and objectivity of the data in these financial statements are management's responsibility. Financial information presented elsewhere in the Annual Report is consistent with that in the financial statements.

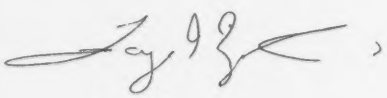
Management is also responsible for the safeguarding of financial and operating systems, which include effective controls to provide reasonable assurance the Corporation's assets are safeguarded and that reliable financial information is produced.

The Board of Directors is responsible for ensuring management fulfills its responsibilities for financial reporting and internal control. The Board exercises its responsibilities through the Finance and Audit Committee. The Finance and Audit Committee meets regularly with management and the external auditors have full and free access to the Committee. The Board of Directors, whose members are not involved in the day-to-day activities of the Corporation, are responsible for the review and approval of the financial statements.

Hayes Stewart Little & Co. has audited the financial statements in accordance with Canadian auditing standards.



Pauline Rafferty
Chief Executive Officer



Faye Zinck
Chief Financial Officer

Victoria, BC
May 19, 2011

# Financial Report

**(Audited)**

March 31, 2011

## Auditors' Report

**To the Board of Directors of the Royal British Columbia Museum Corporation**

We have audited the accompanying financial statements of the Royal British Columbia Museum Corporation which comprise the statement of financial position as at March 31, 2011, and the statements of operations, net assets, cash flows and a summary of significant accounting policies and other explanatory information.

*Management's Responsibility for the Financial Statements*
Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian generally accepted accounting principles, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

*Auditors' Responsibility*
Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

*Opinion*
In our opinion, the financial statements present fairly, in all material respects, the financial position of the Royal British Columbia Museum Corporation as at March 31, 2011, and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Hayes Stewart Little & Co.

Chartered Accountants

Victoria, BC
May 19, 2011

# Statement of Financial Position

As at March 31, 2011

| | 2011 | 2010 |
|---|---|---|
| **ASSETS** | | |
| **Current** | | |
| Cash and cash equivalents (Note 2(a)) | $ 772,199 | $ 1,064,818 |
| Portfolio investments (Note 3) | 989,888 | 225,845 |
| Accounts receivable | 481,939 | 335,332 |
| Government grants receivable | 1,235,737 | 3,131,201 |
| Prepaid | 82,022 | 66,644 |
| Deferred exhibition costs (Note 2(d)) | 269,259 | 91,777 |
| | 3,831,044 | 4,915,617 |
| **Capital assets, net** (Notes 2(e), 6) | 25,683,044 | 21,387,766 |
| | $ 29,514,088 | $ 26,303,383 |
| **LIABILITIES AND NET ASSETS** | | |
| **Current** | | |
| Accounts payable and accrued liabilities | $ 2,488,415 | $ 3,579,239 |
| Leave liability (Note 2(h)) | 340,988 | 419,447 |
| Deferred revenue (Note 7) | 811,118 | 703,683 |
| | 3,640,521 | 4,702,369 |
| **Deferred capital contributions** (Note 8) | 13,082,086 | 8,862,565 |
| | 16,722,607 | 13,564,934 |
| **Net assets** | 12,791,481 | 12,738,449 |
| | $ 29,514,088 | $ 26,303,383 |

Commitments (Note 14)

ON BEHALF OF THE BOARD

John Wiebe

Director

Gillian White

Director

# Statement of Operations and Net Assets

For the Year Ended March 31, 2011

| | 2011 | 2010 |
|---|---|---|
| **REVENUES** | | |
| Province of British Columbia operating contributions | $ 12,166,000 | $ 12,166,000 |
| Museum admission fees | 2,784,678 | 5,158,621 |
| Other income (Note 9) | 2,223,241 | 1,775,704 |
| Amortization of deferred capital contributions (Note 8) | 572,847 | 449,367 |
| Donated collections and artifacts (Note 2(f)) | 897,028 | 99,538 |
| | 18,643,794 | 19,649,230 |
| **EXPENSES** | | |
| Salaries and benefits (Note 2(h)) | 8,607,800 | 9,198,429 |
| Special Exhibitions (Note 10) | 447,591 | 2,888,040 |
| Building costs | 2,074,013 | 2,019,936 |
| Amortization | 1,280,199 | 1,103,947 |
| Security | 834,068 | 918,543 |
| Taxes, City of Victoria | 651,977 | 741,086 |
| Systems and telecommunications | 812,708 | 719,361 |
| Professional service contracts | 1,258,636 | 546,521 |
| Materials and supplies | 387,132 | 406,683 |
| Archival records storage | 407,681 | 389,273 |
| Marketing and communications | 260,098 | 292,340 |
| Office | 301,397 | 268,833 |
| Insurance | 177,398 | 178,705 |
| Collections and artifacts (Note 2(f)) | 897,028 | 99,538 |
| Travel | 125,337 | 94,684 |
| Bank charges | 61,163 | 80,971 |
| Donations (Note 12) | 6,536 | 59,136 |
| | 18,590,762 | 20,006,026 |
| **EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES** | **53,032** | **(356,796)** |
| NET ASSETS, beginning of year | 12,738,449 | 13,095,245 |
| **NET ASSETS, end of year** | $ 12,791,481 | $ 12,738,449 |

# Statement of Cash Flows

For the Year Ended March 31, 2011

| | 2011 | 2010 |
|---|---|---|
| **OPERATING ACTIVITIES** | | |
| Cash received from the Province of British Columbia | $ 12,166,000 | $ 12,166,000 |
| Cash received from admissions | 2,650,680 | 5,259,507 |
| Cash received from other income | 3,046,805 | 1,864,407 |
| Cash paid for donations | (6,536) | (59,136) |
| Cash paid for salaries and benefits | (8,678,401) | (8,543,587) |
| Cash paid for building costs, taxes and security | (3,831,220) | (3,545,818) |
| Cash paid for materials and services | (4,367,935) | (3,146,347) |
| Cash paid for exhibitions | (624,317) | (2,010,851) |
| **Cash provided from operating activities** | 355,076 | 1,984,175 |
| **INVESTING ACTIVITIES** | | |
| Purchase (disposition) of portfolio investments | (764,040) | 982,692 |
| Purchase of capital assets | (6,538,810) | (4,498,842) |
| Cash received for purchase of capital assets | 6,655,155 | 1,668,719 |
| Cash used for investing activities | (647,695) | (1,847,431) |
| **NET (DECREASE) INCREASE IN CASH** | (292,619) | 136,744 |
| Cash and cash equivalents, beginning of year | 1,064,818 | 928,074 |
| Cash and cash equivalents, end of year | $ 772,199 | $ 1,064,818 |

# Notes to Financial Statements

For the Year Ended March 31, 2011

## 1. NATURE OF OPERATIONS

The Royal British Columbia Museum Corporation (the "Corporation") is a Crown Corporation of the Province of British Columbia without share capital, incorporated on April 1, 2003 under the *Museum Act*. The Corporation is a tax-exempt body under Section 149(1)(d) of the *Income Tax Act*.

The purpose of the Corporation is to fulfill the Government's fiduciary responsibilities for public trusteeship of the Provincial collections and exhibitions, including specimens, artifacts, archival and other materials that illustrate the natural and human history of British Columbia. The Corporation is dedicated specifically to the preservation of, and education about, the human and natural history of British Columbia. The collection is preserved for future generations of British Columbians.

## 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The financial statements have been prepared in accordance with Canadian generally accepted accounting principles applied within the framework of the significant accounting policies summarized below:

### (a) Cash and cash equivalents

Cash and cash equivalents includes all cash and short term cash-like investments that are all part of the same portfolio of identified financial instruments that are managed together. Any unrealized gains and losses are included in net income in the period they arise. The Corporation uses quoted market prices to value cash equivalents at the balance sheet date.

### (b) Financial instruments

The Corporation's financial instruments consist of cash and cash equivalents, portfolio investments, accounts receivable, accounts payable and accrued liabilities. Cash and cash equivalents, portfolio investments, accounts payable and accrued liabilities are designated as held for trading and recorded at fair value. Accounts receivable are designated as loans and receivables and recorded at amortized cost. The Corporation does not believe there is significant credit risk as over 90% of accounts receivable have either been received or are due from major funding providers. The fair value of these assets approximates their carrying value due to the short term nature of these financial instruments. Unless otherwise noted, it is management's opinion that the Corporation is not exposed to significant interest rate, currency or credit risks arising from these financial instruments. The fair value of portfolio investments is disclosed in Note 3.

### (c) Revenue recognition

The Corporation follows the deferral method of accounting for contributions. Restricted contributions are recognized as revenue in the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Capital assets contributed and externally restricted contributions for the purchase of capital assets are deferred and amortized over the life of the related capital asset. Unamortized deferred capital contributions relating to capital asset dispositions are recognized as revenue in the period of disposal, provided that all restrictions have been complied with.

## 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

### (c )Revenue recognition (continued)

Government grants are accounted for as unrestricted contributions or externally restricted contributions in accordance with the terms of funding.

Admission revenue is recognized on the date the service is provided.

Other revenue consists of restricted grants which are recognized as revenue in the year in which the related expenses are incurred and royalties, investment and rental revenues which are recognized when earned.

### (d) Deferred exhibition costs

Costs of exhibitions are deferred until the exhibitions are opened to the public and then are expensed over the period of the exhibitions to which they relate.

### (e) Capital assets

Purchased capital assets are reported at acquisition cost. Amortization is provided on a straight-line basis over the estimated useful lives of the assets as follows:

| | |
|---|---|
| • Buildings and improvements | up to 40 years |
| • Permanent exhibitions | 10 years |
| • Operating equipment | 5 years |
| • Computer hardware and software | 3 years |
| • Vehicles | 3 years |
| • Furniture | 5 years |

Capital assets acquired during the year but not placed into use are not amortized until they are placed into use.

### (f) Collections

The value of collections (artifacts, specimens, and documents) is not reported on the Statement of Financial Position. Donated collections are recorded as revenue estimated at the fair market value of the gift based on appraisals by independent appraisers. The acquisition of both donated and purchased collections is expensed.

### (g) Volunteers

During the year, volunteers contributed approximately 40,000 (2010: 40,000) hours in support of the Corporation. Their activities include guided gallery tours and a variety of programs that enrich the visitor's experience at the Corporation and its profile in the community. Due to the complexities involved in valuing these services, they have not been reflected in the financial statements.

## 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

### (h) Employee benefit plans

The Corporation and its employees contribute to the Public Service Pension Plan in accordance with the *Public Sector Pension Plans Act*. The Plan is a multi-employer, defined benefit plan, to which the Corporation applies defined contribution plan accounting. The plan is administered by the British Columbia Pension Corporation, including payment of pension benefits to employees to whom the Act applies, and the Corporation does not have sufficient information to apply defined benefit plan accounting. Under joint trusteeship, the risk and reward associated with the Plan's unfunded liability or surplus is shared between the employers and the plan members and will be reflected in their future contributions. Every three years an actuarial valuation is performed to assess the financial position of the plan and the adequacy of plan funding. The most recent actuarial valuation (March 31, 2008) has determined the Plan has a surplus of $487 million. The employer contribution rate to the Plan for the fiscal year ended March 31, 2011 remained the same at 8.78% (2010: 8.78%) of the pensionable salary up to the year's maximum pensionable earnings of $47,200 (2010: $46,300) and 10.28% (2010: 10.28%) of pensionable salary in excess of the year's maximum pensionable earnings. The next valuation will be as at March 31, 2011 with results available in 2012.

The Corporation annually contributes through the Provincial Government payroll benefit plan for specific termination benefits and employee benefits as provided for under collective agreements and conditions of employment. The benefit charge back rate that the Corporation pays through the Provincial Government is 24.50% (2010 – 24.15%). Costs of future benefits are recognized as an expense in the year that contributions are paid.

The Corporation administers an accumulated vacation and sick leave bank consisting of unused vacation and sick time credits earned. Accumulated time may be drawn out at 100%. Upon retirement or termination of an employee, the accumulated liability for that employee is paid out at 60%.

### (i) Use of estimates

In preparing the Corporation's financial statements, management is required to make estimates and assumptions that affect the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities at the date of the financial statements and reported amounts of revenue and expenses during the period. This includes and is not limited to the useful lives of capital assets.

### (j) Adoption of new accounting policies

There were no new accounting policies adopted during the year.

## 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

### (k) Future accounting changes

The CICA has issued guidance for new accounting and financial reporting standards for all publically accountable enterprises, private enterprises and not-for-profit organizations that would be effective for years commencing on or after January 1, 2012. The Province of BC has mandated that the Corporation will adopt the Public Sector Accounting Board Standards ("PSAB") available to it and that early implementation will commence beginning April 1, 2011. At this time management expects that changes to future financial reporting will primarily affect presentation and disclosure and will not result in significant changes to the valuation of assets and liabilities currently recognized in the Corporation's financial statements.

## 3. PORTFOLIO INVESTMENTS

In accordance with section 3855 *"Financial Instruments – Recognition and Measurement"* of the CICA Handbook, the Corporation has classified its investments as held-for-trading and is reporting them at fair value. All investments are publicly traded and accounted for at the fair market values based on quoted prices at year end.

Investment income includes interest and dividends earned and realized gains and losses net of investment expenses incurred during the year. Investment transaction costs are expensed as incurred.

As at March 31, 2011, the only investments that the Corporation held were units in a money market fund with a market value of $989,888 (2010: $225,845) and an annual yield of 0.81% (2010: 0.19%).

## 4. CAPITAL DISCLOSURES

The Corporation's capital management objectives are to ensure adequate funds are available for operations and capital projects through prudent investment and cash flow management techniques. To facilitate the management of capital, the Corporation prepares annual budgets which are updated monthly. The Corporation's capital structure includes cash and investments, capital assets and deferred capital contributions. The Corporation manages its capital structure and makes adjustments when economic conditions change.

The Corporation continually evaluates available sources of funds to finance its capital expenditures in order to meet capital objectives. The capital structure of the Corporation is not subject to external restrictions; however, the capital contributions received by the Corporation are allocated to specific projects as determined by the external funders based on their unique economic priorities.

## 5. COLLECTIONS

As at March 31, 2011, the collections consisted of approximately 7.2 million artifacts, specimens and archival records (2010: 7.2 million). During the year, the Corporation de-accessioned 2 objects (2010: 23) and accessioned 147 objects (2010: 236) to its collections through the acquisition, purchase and accessioning process. The collections are valued at $190 million for insurance purposes.

## 6. CAPITAL ASSETS

| | Cost | Accumulated Amortization | 2011 | 2010 |
|---|---|---|---|---|
| Land | $ 12,510,140 | $ 0 | $ 12,510,140 | $ 12,278,339 |
| Permanent exhibitions | 1,651,047 | (1,038,222) | 612,825 | 777,769 |
| Operating equipment | 339,188 | (193,403) | 145,785 | 213,622 |
| Computer hardware and software | 1,395,862 | (635,571) | 760,291 | 637,978 |
| Vehicles | 24,664 | (20,210) | 4,454 | 8,564 |
| Furniture | 65,358 | (45,280) | 20,078 | 33,150 |
| Buildings and improvements | 12,131,164 | (712,364) | 11,418,800 | 3,672,044 |
| Work in progress | 210,671 | 0 | 210,671 | 3,766,300 |
| | $ 28,328,094 | $ (2,645,050) | $ 25,683,044 | $ 21,387,766 |

During the year fully amortized capital assets with an original cost of approximately $1,460,000 (2010: $2,500,000) were removed from service.

## 7. DEFERRED REVENUE

Included in deferred revenue are funds related to donations for restricted operating projects, future gallery rentals, advance admission sales, annual passes, memberships and unredeemed gift cards.

| | 2011 | 2010 |
|---|---|---|
| Restricted | $ 723,129 | $ 632,405 |
| Unrestricted | 87,989 | 71,278 |
| | $ 811,118 | $ 703,683 |

## 8. DEFERRED CAPITAL CONTRIBUTIONS

Deferred capital contributions represent unamortized externally restricted contributions which have been used to purchase capital assets. These contributions will be recognized as revenue in future periods as the related capital assets are amortized.

| | 2011 | 2010 |
|---|---|---|
| Balance, beginning of year | $ 8,862,565 | $ 5,087,724 |
| Grants for the purchase of capital assets | | |
| Provincial government | 2,698,090 | 2,837,728 |
| Federal government | 1,786,661 | 1,359,365 |
| Other | 307,617 | 27,115 |
| Amortized to revenue | (572,847) | (449,367) |
| Balance, end of year | $ 13,082,086 | $ 8,862,565 |

## 9. OTHER INCOME

| | 2011 | 2010 |
|---|---|---|
| Grants, contributions, royalties and commissions | $ 1,259,832 | $ 880,679 |
| Miscellaneous | 963,409 | 895,025 |
| | $ 2,223,241 | $ 1,775,704 |

## 10. SPECIAL EXHIBITIONS

The Corporation hosts temporary exhibitions to provide a window on the world and encourage repeat visitation. In fiscal year 2011 these included: *Behind the Scenes Exhibition, Invasive Species* and *The Other Emily*. In fiscal year 2010 these included: *Treasures: The World's Cultures from the British Museum, S'abadeb- The Gifts: Pacific Coast Salish Art and Artists* and *Silver of the Stars*. Costs of exhibitions are those additional costs which are directly incurred to host the exhibition.

| | 2011 | 2010 |
|---|---|---|
| Salaries and benefits | $ 64,866 | $ 195,020 |
| Professional service contracts *(includes exhibition fees)* | 57,450 | 1,532,826 |
| Marketing and communications | 79,775 | 794,783 |
| Materials and supplies | 242,557 | 82,036 |
| Office | 2,943 | 283,375 |
| | $ 447,591 | $ 2,888,040 |

## 11. RELATED PARTY TRANSACTIONS

The Corporation is related through common ownership to all Province of British Columbia Ministries, Agencies and Crown Corporations. The Corporation also has transactions with the Friends of the Royal British Columbia Museum Foundation (Note 13). Transactions with these entities are considered to be in the normal course of operations and are recorded at the exchange amounts.

## 12. DONATIONS

In 2011 a contribution of $6,536 (2010: $59,136) was made to the Royal British Columbia Museum Foundation to assist the Foundation in funding future museum and archives projects at the Corporation. The contribution is part of a long standing economic partnership with the Foundation to assist and support provincial museum initiatives and projects through attracting federal and other foundation monies.

## 13. THE ROYAL BRITISH COLUMBIA MUSEUM FOUNDATION

The Corporation has an economic interest in the Royal British Columbia Museum Foundation (the "Foundation"). The Foundation is an independent organization with its own Board of Directors therefore the accounts of the Foundation are presented separately and are not consolidated in these financial statements. The Foundation was incorporated to support activities on behalf of the Corporation. The principal activities of the Foundation are the operation of the Royal Museum Shop, the management of donations, bequests, endowments and the support of projects undertaken by the Corporation.

The Foundation has internally restricted funds of approximately $3,700,000 (2010 - $3,200,000), which are reserved for specific projects for transfer to the Corporation in future years.

During the year, the following amounts were paid by the Foundation to the Corporation:

| | 2011 | 2010 |
|---|---|---|
| Funding for non-capital projects | $ 415,743 | $ 28,120 |
| Funding for capital projects | 298,264 | 0 |
| Gift shop royalties | 6,324 | 91,830 |
| Purchases of goods and services | 70,953 | 149,657 |
| | $ 791,284 | $ 269,607 |

As of March 31, 2011, $169,078 is due from the Foundation to the Corporation and is included in the accounts receivable balance (2010: $22,234).

During the year, the following amounts were paid by the Corporation to the Foundation:

| | 2011 | 2010 |
|---|---|---|
| Unrestricted donation to the Foundation (Note 12) | $ 6,536 | $ 59,136 |
| Transfer of restricted donations | 0 | 41,538 |
| Purchases of goods and services | 5,397 | 17,521 |
| | $ 11,933 | $ 118,195 |

As of March 31, 2011, $0 is due from the Corporation to the Foundation, which would normally be included in the accounts payable balance (2010: $4,345)

## 14. COMMITMENTS

### Operating Agreement

The Corporation has committed to a Theatre Operating Agreement for the operation of a large screen motion picture theatre at the Corporation. Under the terms of the Agreement, the Corporation will be paid a royalty from the theatre including certain negotiated adjustments, plus specific amounts for additional operating costs. The term of the Agreement is 30 years and expires June 24, 2028.

**14. COMMITMENTS (continued)**

**Heating and Cooling Contract**

The Corporation has entered into a three-year service agreement for the provision of steam, chilled water and natural gas services expiring March 31, 2012. Under the terms of the agreement, the Corporation will pay for services as consumed.

**Property Management Contract**

The Corporation has entered into a five year service agreement for the provision of building management and maintenance services expiring March 31, 2015. Under the terms of the agreement, the Corporation will pay annual management fees as follows:

| | | |
|---|---|---|
| 2012 | $ | 92,000 |
| 2013 | | 94,554 |
| 2014 | | 96,445 |
| 2015 | | 98,374 |
| **Total** | $ | 381,373 |

Additionally, the Corporation will pay for direct maintenance costs as incurred by the contractor.

**Exhibition Loan Fees**

The Corporation has a commitment to disburse $525,000 to the American Museum of Natural History related to the loan of artifacts and objects. Future anticipated payments are as follows:

| | | |
|---|---|---|
| 2012 | $ | 375,000 |
| 2013 | | 150,000 |
| **Total** | $ | 525,000 |

**Lease Commitments**

The Corporation has a five year operating lease to rent warehouse space to store oversize artifacts which expires on April 30, 2015. The Corporation also leases operating equipment. Future minimum payments are as follows:

| | Warehouse | Equipment |
|---|---|---|
| 2012 | $ 166,560 | $ 7,880 |
| 2013 | 166,560 | 1,512 |
| 2014 | 166,560 | 0 |
| 2015 | 166,560 | 0 |
| **Total** | $ 666,240 | $ 9,392 |

**15. COMPARATIVE FIGURES**

Certain comparative figures for the prior year have been changed to conform to the presentation adopted for the current year.

# Management Discussion and Analysis

The Royal BC Museum (RBCM) is committed to sustaining a strong financial and operational foundation for the delivery of quality museum and archival services. The RBCM builds accountability into its operational planning and reporting. We promote a culture that fosters excellence in best practices for continued improvement. The RBCM is accountable to our Shareholder, the Province of British Columbia and to all British Columbians in implementing our mandate.

For a second year the economic downturn in both consumer spending and travel had a major impact on our revenue. We hosted two exhibitions at an expense of $0.4 million. The attendance was lower than forecast and the admission revenue was $0.4 million less than forecast. We took prompt action to develop strategies to mitigate the reduction in revenue, by reducing expenditures. The result was a net income for the year of $0.05 million.

| Royal BC Museum Operations ($ millions) | 2009/10 Actual | 2010/11 Budget | 2010/11 Actual | Budget Variance | Year Variance | Forecast 2011/12 | Forecast 2012/13 | Forecast 2013/14 |
|---|---|---|---|---|---|---|---|---|
| **Revenue** | | | | | | | | |
| Province of British Columbia operating contributions | 12.166 | 12.166 | 12.166 | 0.000 | 0.000 | 12.166 | 12.166 | 12.166 |
| Museum admission fees | 5.158 | 2.810 | 2.785 | (0.025) | (2.373) | 3.196 | 3.228 | 4.260 |
| Other income | 2.325 | 2.507 | 3.693 | 1.186 | 1.369 | 2.507 | 2.603 | 2.632 |
| **Total Revenue** | 19.649 | 17.483 | 18.644 | 1.161 | (1.005) | 17.869 | 17.997 | 19.058 |
| **Expenses** | | | | | | | | |
| Salaries and benefits | 9.198 | 8.813 | 8.908 | 0.095 | (0.291) | 9.056 | 9.056 | 9.056 |
| Building | 2.020 | 2.027 | 2.074 | 0.047 | 0.054 | 2.127 | 2.148 | 2.170 |
| Taxes - City of Victoria | 0.741 | 0.656 | 0.652 | (0.004) | (0.089) | 0.662 | 0.672 | 0.682 |
| Security | 0.919 | 0.818 | 0.834 | 0.016 | (0.084) | 0.842 | 0.851 | 0.859 |
| Special exhibitions | 2.888 | 0.420 | 0.448 | 0.028 | (2.440) | 0.150 | 0.225 | 1.000 |
| Amortization | 1.104 | 1.292 | 1.280 | (0.012) | 0.176 | 1.244 | 1.245 | 1.212 |
| Other operating costs | 3.136 | 3.391 | 4.395 | 1.004 | 1.259 | 3.687 | 3.700 | 3.979 |
| **Total Expenses** | 20.006 | 17.417 | 18.591 | 1.174 | (1.415) | 17.768 | 17.897 | 18.958 |
| Annual (Deficit) Surplus of Revenues Over Expenses | (0.357) | 0.066 | 0.053 | (0.013) | 0.410 | 0.101 | 0.100 | 0.100 |
| **Net Assets at beginning of year** | 13.095 | | 12.738 | | | 12.791 | 12.892 | 12.992 |
| **Net Assets at end of year** | 12.738 | | 12.791 | | | 12.892 | 12.992 | 13.092 |
| **Capital Expenditures** | 5.716 | | 5.575 | | | 0.505 | 0.505 | 0.505 |
| **Debt** | 0.000 | | 0.000 | | | 0.000 | 0.000 | 0.000 |

The above financial information, including forecast information, was prepared based on current Canadian generally accepted accounting principles.

### *Statement of Financial Position*

Cash and short-term investments increased by $0.4 million due to timing of payment of invoices. In 2010/11, $5.6 million ($5.2 million 2009/10) was invested in new capital assets. Of these capital projects, 16% was funded by operations while the remaining 84% was funded through external sources.

*Deferred revenue* includes funding received for designated projects. This is recognized when the project is completed. Membership fees are recognized over the term of the membership.

*Deferred capital contributions* increased due to additional capital funding received from third parties. In 2010/11, those third parties included the Province of British Columbia, the Government of Canada and the Friends of the Royal BC Museum Foundation.

*Statement of Operations*

Our operating budget from the Province has not changed at $12.166 Million.

Revenue

Last year 66% of operations and activities were funded by the annual contribution from the Province of British Columbia. Among other activities, this contribution helps to ensure the best possible stewardship of the collections of British Columbia.

During 2010/11, admission fees represented 15% of total revenue (26% 2009/10). Admission fees fluctuate from year to year depending on the special exhibition being hosted. At times, fees are increased to offset exhibition costs.

Other income was higher than budget in 2010/11 due to an increase in donations and grant funding. The RBCM makes every effort to maximize its revenue resources through its business operations. 19% of operations in 2010/11 (38% in 2009/10) were supported by this revenue.

Expenses

Total expenses in 2010/11 were $18.6 million comparable to $20.0 million in 2009/10.

*Salaries & benefits* – The workforce consists largely of highly skilled full-time employees. Salaries in 2010-11 were lower than last year as individuals left the organization RBCM deferred hiring of staff. RBCM will be at a full staff complement in 2011/12. RBCM operations are supported by a large and dedicated group of volunteers who offered approximately 40,000 hours of service.

*Building costs* – The RBCM continues to upgrade its facilities and complete deferred maintenance projects. Building costs were the same in 2010/11 as the previous year, at $2.0 million. Expenses include hydro, water, gas, cleaning costs, warehouse leasing, and preventive maintenance.

*Taxes to the City of Victoria* – In 2010/11 the grants in lieu of taxation decreased by 11%. Grants in lieu are based on the assessed value of the land and buildings.

*Other operating costs* include a wide range of functions that impact all areas including: care and management of the collections, insurance, security, travel, bank charges, program and exhibition management, human resources, volunteer resources, information systems, marketing and communications, general office supplies and professional services. These costs were higher than forecast and increased in 2010/11 due to a cash donation of $0.75 million which was made to allow the RBCM to purchase an artifact the *Grizzly Bear Mantlepiece* by Bill Reid for $0.75 million.

*Exhibition costs* –In 2010/11 RBCM hosted internally produced exhibitions, *Behind the Scenes*. In 2009/10 RBCM hosted two major travelling exhibitions: *Treasures: the World's Cultures from the British Museum* and *S'abadeb: The Gifts*.

*Amortization* reflects planned capital investment in permanent exhibitions, operating equipment, and information technology hardware and software purchases.

*Donations* – In 2009/10 Funds raised at our annual fundraising event Artifact or Artifiction and donations received through the Box Office were provided to the Foundation to be used for funding future museum projects. In 2010/11 these funds were collected directly by the Foundation.

## Capital

Over the last two years the RBCM was the recipient of grant funding from the provincial and federal governments for capital projects. Work was completed on major capital improvement projects, including: major upgrades to the electrical infrastructure system; a vital upgrade to the heating, ventilation and air-conditioning (HVAC) units in the First Peoples gallery, and a new collection management application which will provide the public with increased access to the collections. Having proper climate controls in the galleries helps us retain our Category A designation, in essence meaning the RBCM can ensure responsible stewardship of the artifacts entrusted to its care. RBCM recognizes and thanks the governments for addressing these long standing ongoing pressures. The Foundation also provided funding for the upgrade of Helmcken House and Saint Ann's Schoolhouse.

| Summary of Financial Results over 5 years ($ millions) | 2010/11 Actual | 2010/11 Budget | 2009/10 Actual | 2008/09 Actual | 2007/08 Actual | 2006/07 Actual |
|---|---|---|---|---|---|---|
| **Revenue** | | | | | | |
| Province of British Columbia operating contributions | 12.166 | 12.166 | 12.166 | 12.648 | $12.473 | 15.273 |
| Museum admission fees | 2.785 | 2.810 | 5.158 | 3.104 | 9.738 | 3.597 |
| Other income | 3.693 | 2.507 | 2.325 | 4.809 | 3.606 | 1.948 |
| **Total Revenue** | 18.644 | 17.483 | 19.649 | 20.561 | 25.817 | 20.818 |
| **Expenses** | | | | | | |
| Salaries and benefits | 8.908 | 8.813 | 9.198 | 9.060 | 9.015 | 8.158 |
| Building | 2.074 | 2.027 | 2.020 | 2.145 | 2.615 | 2.068 |
| Taxes - City of Victoria | 0.652 | 0.656 | 0.741 | 0.696 | 0.965 | 0.906 |
| Security | 0.834 | 0.818 | 0.919 | 0.925 | 0.935 | 0.888 |
| Special exhibitions | 0.448 | 0.420 | 2.888 | 2.214 | 4.495 | 1.094 |
| Amortization | 1.280 | 1.292 | 1.104 | 0.964 | 0.883 | 0.757 |
| Other operating costs | 4.395 | 3.391 | 3.136 | 4.533 | 6.896 | 6.395 |
| **Total Expenses** | 18.591 | 17.417 | 20.006 | 20.537 | 25.804 | 20.266 |
| Annual Surplus (Deficit) of Revenues Over Expenses | 0.053 | 0.066 | (0.357) | 0.024 | 0.013 | 0.552 |
| **Net Assets at beginning of year** | 12.738 | | 13.095 | 13.071 | 13.057 | 12.505 |
| **Net Assets at end of year** | 12.791 | | 12.738 | 13.095 | 13.071 | 13.057 |
| **Capital Expenditures** | 5.575 | | 5.716 | 2.203 | 0.774 | 1.000 |
| **Debt** | 0.000 | | 0.000 | 0.000 | 0.000 | 0.000 |

## Partners

The RBCM enjoys a long-standing partnership with the Foundation. The Foundation operates the Royal Museum Shop, supports projects undertaken by the RBCM, and manages donations, bequests and endowments. Formal endowment programs have been established through the Foundation in support of the development and care of the RBCM collections. The Foundation holds $0.7 million in an endowment fund and a further $3.7 million in restricted funds for specific projects. The Vancouver Foundation holds $0.01 million while the Victoria Foundation holds $2.1 million in endowment funds and $0.2 million in a fund to encourage innovation on the part of RBCM staff.

The RBCM partners with and receives royalties from the owners and operators of the National Geographic IMAX Theatre, Destination Cinema Incorporated (DCI). This mutually beneficial agreement between DCI and the RBCM is for a 30-year period and expires in 2028.

The Friends of the British Columbia Archives is an incorporated, not-for-profit organization managed by a Board of Directors elected from its membership. Its purpose is to support and foster awareness of the BC Archives.

Food service and retail agreements enhance our financial position and provide services to our visitors. Willie's Bakery operates both the Museum Café and the Café Royale kiosk in the courtyard of the cultural precinct.

### Risks and Uncertainties

Like other Canadian cultural institutions and organizations, the RBCM faces issues as outlined in the 2011/12 – 2013/14 Service Plan. Attendance is influenced by global trends in tourism and fluctuates when we host temporary exhibitions. Museums across North America are grappling with a generalized trend toward declining attendance. Due to a tempered outlook for tourism in the coming years, the RBCM remains cautious in projecting revenues generated from admissions. In order to broaden the visitor base – and thereby increase revenues – the galleries need to be revitalized and the visitor experience brought into closer alignment with the public's increasingly sophisticated expectations of what a museum should be.

It is difficult to offset operating cost increases by earned revenue increases. The collections will continue to develop in size and significance, which will increase costs for care and management. If visitor levels are further depressed, our ability to fulfill our mandate may be jeopardized. The RBCM must earn greater than $5.5 million in annual revenue in addition to its provincial operating grant, to meet essential operating budget requirements of $17.5 million. Earned revenue from new sources is not increasing at the same rate as operating costs, and this places a strain on available resources.

The workforce is aging, leading to a potential shortage of professionals. Over the past two years 9.5% of RBCM staff retired; in the next five years, 19% of our staff will be eligible to retire. Ensuring significant time for knowledge transfer is critical. An investment in employee training and development is being made in order to lessen future recruitment and replacement costs.

Fundraising is vital to the success of the RBCM; however competition for funding in an increasingly demanding market makes this challenging. The Development Department has made significant inroads this past year with regard to fundraising.

And of course, our facilities get older with each passing year. At more than 40 years of age, the Fannin tower and exhibition hall increasingly require repairs and maintenance to keep functioning. Infrastructure renewal projects will be carried out as finances permit in the years to come.

### Future Outlook

Going forward, financial projections indicate modestly positive operating results. The RBCM faces increased challenges, however, resulting from no increases in the operating contribution from the provincial government and from the moderating effects of a global recession. However, we have a firm vision in place to guide the organization's progress and development.

Enhancing existing and establishing new revenue-generating activities is essential to attain our goal of financial sustainability. The fundraising success of the RBCM is necessary to the maintenance and growth of our business operations.

Capital investments are still very much required by the RBCM in order to continue to upgrade the buildings to adequately care for the British Columbia collections.

Province of British Columbia Treasury Board, has directed that the RBCM adopt Public Sector Accounting Standards without not for profit provisions starting in the next fiscal year 2011/12.

### Summary

In our efforts to remain a world-renowned museum and archives while at the same time preserving BC's rich history, operating challenges are evident. Maintaining our excellent standing requires that we go forward and implement our vision with the support of government, community members and the visiting public.

# Appendix A: Acquisition and Deaccession Highlights

## Acquisitions

**75-million-year-old ammonite.** A rare fossil find on Denman Island was made by a 12-year-old collector, Kayin Paul, who was on a Victoria Palaeontology Society field trip. Kayin found a rare *Neophylloceras hetonaiense* – an ammonite with many fine straight striations. Even at a young age, Kayin understood the scientific importance of the fossil, and donated this exciting find to the RBCM so that it could be scientifically studied.

**New genus and species of pterosaur.** Exciting times on the Gulf Islands! This past year, Sharon Hubbard of Parksville, BC donated a rare and new genus and species of pterosaur on Hornby Island. The Royal BC Museum recognized Sharon's discovery of *Gwawinapterus beardi* at a formal presentation in late February.

**Fossil salmon from Smithers area.** Two specimens of *Eosalmo driftwoodensis*, a 50-million-year-old fossil salmon, were received in February from Anthony L'Orsa of Smithers, BC. These specimens are topotypes, meaning they're from the same location of the species at Driftwood Canyon, near Smithers, BC. Tom Cockburn, Royal BC Museum Research Associate, encouraged the donation of this important donation to the provincial fossil collection.

*Kayin Paul with a rare ammonite fossil.*

**Invasive subtropical ant.** This year saw BC's first record of *Hypoponera punctatissima*. Cosmopolitan and widely distributed from tropic and subtropic areas, this invasive ant is probably of African origin. Two queens were dropped off at the Royal BC Museum for identification by an Island-based pest control company. They didn't match the "usual suspects" in an ant identification key we regularly use, so we went online, where we were able to identify them to the genus level. We sent them

***Behind the Scenes* Visitor Comment**

*Yes, it has aided with the reawakening of my fascination with the natural world and history. Also, I now wonder if a career as a scientist or researcher or museum curator would be something that I would enjoy and feel fulfilled by doing. I am grateful for the Royal BC Museum and all museums, and for the natural world and its beauty. It keeps my sense of wonder and imagination fresh and helps me as a writer.*

on to a provincial ant expert for confirmation. Since the ants forage underground and are rarely seen, we're still not sure if they are common or widespread.

**Sandhill Crane**. The Natural History department acquired a Sandhill Crane from the Campbell River Airport in 2010/11. Apparently, the intrepid bird refused to leave the runway area, despite several attempts to scare it off. Eventually, the airport authority got permission to shoot the bird. The crane is in line to be prepped for inclusion in the collections.

*Bone blanket pin*

**Haida Gwaii ermine**. An ermine from Haida Gwaii was donated to us via a provincial vet. This subspecies occurs only on Haida Gwaii in BC, and perhaps Prince of Wales Island in Alaska. It is on the provincial red list and is listed as threatened under SARA. The ermine represents the only mammal population that our experts know of that may provide support for the existence of a refugia on the north coast during the last glacial period. This subspecies is very rare now and may have been adversely affected by the introduction and subsequent population increases of other (alien) mammal species to the islands. The specimen itself is not very photogenic...but it will provide tissues and a skeleton for the collection.

**Bone blanket pin**. A particularly exquisite piece added to the Human History collection last year is a bone blanket pin, such as those adorning First Nations textiles. The pin is between 500–1000 years old and it was found in Parksville on Vancouver Island.

**Chinese opera costumes**. The largest and most important History acquisition last year was approximately 600 items relating to Cantonese opera in Victoria, mainly covering the period from about 1950 to 1980. The collection includes a range of costumes, masks, shoes hats, musical instruments and other materials. There are several older costumes combined with the more modern costumes. A small accompanying collection of photographs provides illustrative information about the Opera and the costumes.

***Behind the Scenes* Visitor Comment**

*Wonderful exhibit, well designed and interactive. Love the displays.*
*I am much more appreciative of the work you do after seeing your exhibits. Thank you!!*

**McAvity Collection**. Joining the archives this year was a collection of works of art, including an oil on canvas painting of Martha Harris by Joseph Carrier and two paintings by Martha Harris, daughter of James Douglas, and a leader in Victoria's womanly arts community around the 1890s.

**Dick Harvey films**. Consisting of film elements and video copies of five major films made by Dick Harvey, wildlife cinematographer, BC independent film maker, avid outdoorsman and a conservationist, these accessions complement other moving image holdings that document the fisheries and wildlife of BC as well as the growing concern for ecology during the 1970s and 1980s.

### Deaccessions

31 specimens of *Gambusia* (a topminnow) not native to BC was deaccessioned to the Ichthyology Collection in the Texan Natural Science Center at the University of Texas at Austin. We acquired the minnows years ago as part of the research material associated with an earlier curator who's now retired.

*Sir James Douglas, Governor of British Columbia died in this chair in 1877. During the 1950s the family had the chair recovered with an orange fabric.*

**The Bella Coola Native Medicine Collection** comprised of audio tapes, field notes and transcriptions was returned to the original depositor as originals had not been formally gifted.

# Appendix B: Research, Published Articles and RBCM Publications

Below is a list of selected publications associated with current research projects authored or co-authored by Royal BC Museum staff, volunteers, research associates and collaborators.

## Peer-Reviewed Articles

***Cannings, Rob***

Cannings, S., E. Pilgrim, R.A. Cannings and T. Vogt. 2010. Emeralds at the crossroads: dragonfly hybridization in Beringia. (Poster). 37th Annual Natural Areas Conference. Osage Beach, Missouri, 26-29 October 2010.

Cannings, R.A., M.A. Branham and R.H. McVickar. 2010. The fireflies (Coleoptera: Lampyridae) of British Columbia, with special emphasis on the light-flashing species and their distribution, status and biology. Journal of the Entomological Society of British Columbia 107: 33-41.

Cannings, R.A. 2010. Robber Flies (Insecta: Diptera: Asilidae) in G.G.E. Scudder and I.M. Smith, (Eds.). Assessment of species diversity in the Montane Cordillera Ecozone. Royal BC Museum website at: http://www.royalbcmuseum.bc.ca/Content_Files/Files/mce/index.htm.

Cannings, R.A., S.G. Cannings, L.R. Ramsay and R.J. Cannings. 2010. COSEWIC status report on Olive Clubtail, Stylurus olivaceus (Selys) in Canada. Prepared for the Committee on the Status of Endangered Wildlife in Canada. Environment Canada, Ottawa, ON. ix + 56 pp.

***Frey, Melissa***

Frey, M.A. 2010. The relative importance of geography and ecology in species diversification: evidence from a tropical marine intertidal snail (Nerita). Journal of Biogeography, 37: 1515-1528.

***Hebda, Richard***

Hansen, L.,Tabor, G., Chester, G.C., Zavaleta, G., Graumlich, L., Rowland, E., and R. Hebda. 2010. IV. Making Adaptation Happen: A climate adaptation agenda for the Y2Y region. In: Graumlich, L. and W.L. Francis (Eds.). 2010. Moving Toward Climate Change Adaptation: The Promise of the Yellowstone to Yukon Conservation Initiative for addressing the Region's Vulnerabilities. Yellowstone to Yukon Conservation Initiative. Canmore, AB. pp. 53-62.

Lacourse, T., R.J. Hebda and R.W. Mathewes. 2010. Cultural and noncultural deposits reveal human impact on late Holocene forests on Anthony Island, Haida Gwaii. (Invited Manuscript) In: R.M. Dean (Ed.), The Archaeology of Anthropogenic Environments. Center for Archaeological Investigations, Occasional Paper No. 37, Southern Illinois University, Carbondale, pp. 54-74.

Zavaleta, E., L. Graumlich, E. Rowland, and R. Hebda. 2010. IV: Science Points the Way: Best large-scale management practices for biodiversity conservation in the face of rapid climate change. In: Graumlich, L. and W.L. Francis (Eds.). 2010. Moving Toward Climate Change Adaptation: The Promise of the Yellowstone to Yukon Conservation Initiative for addressing the Region's Vulnerabilities. Yellowstone to Yukon Conservation Initiative. Canmore, AB. pp. 47-52.

***Hanke, Gavin***

Hanke, G.F. and M.V.H. Wilson. 2010. The putative chondrichthyans Kathemacanthus and Seretolepis from the Lower Devonian MOTH locality, Mackenzie Mountains, Canada. pp. 159-182. In: Elliott, D.K., J.G. Maisey, X. Yu, and D. Miao (eds). *Morphology, Phylogeny and Biogeography of Fossil Fishes*. Verlag Dr. Friedrich Pfeil, München, Germany.

***Steffen, Martina***

Steffen, M. and C.R. Harington. 2010. Giant Short-Faced Bear (Arctodus simus) from Late Wisconsinan deposits at Cowichan Head, Vancouver Island, British Columbia. *Canadian Journal of Earth Sciences* 47(8): pp. 1029-1036.

## Non-Reviewed Newsletter Articles, Chapters or Guides

***Copley, Claudia***

Copley, C. 2010. Spider Assemblages in the Carmanah Valley, Vancouver Island, Canada: Composition, Habitat Preferences, and Phenology. LAP LAMBERT Academic Publishing. 88 pgs.

***Frey, Melissa***

Frey, M.A. 2010. The Encyclopedia of Life: One Species at a Time. The Naturalist, 67: 15.

***Keddie, Grant***

Keddie, G. 2010. Netting Needles of British Columbia. The Midden, 42 (3): 9-11.

Keddie, G. 2010. An Archer's Wrist Guard. The Midden, 42(1&2): 12-13.

***BC Archives Guides***

- Genealogy Research Guide
- BC Probates, 1982-1992
- Victoria Divorce Orders, 1901-1935
- Fort Victoria and Vancouver Island Treaties, 1850-1854 (preliminary)
- Vancouver Divorces, 1893-1935
- Guide to the Vital Statistics: "Indian" Birth, Marriage and Death Registration

## Royal BC Museum Publications

*Images from the Likeness House*, Dan Savard

*Studio Billie's Calendar*, Emily Carr

*Return to Northern British Columbia: A Photojournal of Frank Swannell, 1929-39*, Jay Sherwood

*Bannock & Beans*, Bob White

*The Indian History of British Columbia: The Impact of the White Man*, Wilson Duff

***Behind the Scenes* Visitor Comment**

*Overall I loved that the children got to see that the museum is more than the exhibits - they got to meet and interact with the staff who make it all happen – collecting or finding the artifact is only a beginning step – different art forms are utilized in the displays.*

– Sandra, Parent, Langford

# Appendix C: Public Programs

### Royal BC Museum: Behind the Scenes

June 25, 2010 – Present

- The Royal BC Museum held several sessions of *Camp Inside Out*, where children ages 8-10 dissected owl pellets, hung out with our exhibit arts staff, explored BC's biodiversity and went behind the scenes, into our collections.
- Our talented team of docents brought to life the *Behind the Scenes* interpretive program for thousands of visitors over the summer months.
- Running twice a week, the immensely popular Backstage Pass Tours literally took our visitors behind the scenes and into the collections. On these 30-minute tours, guests travelled in small groups through the exhibit arts area – where we work our magic – and toured the entomology and inverts labs.
- We offered a series of special adult "Eco-Shops" throughout the fall and winter. Hosted by curators and visiting experts, topics focused on sustainable living and environmental stewardship.
- "I-Spy Saturdays" are a series of unique three-hour workshops designed just for families. "Tree-mendous!", "Fish Tales" and "Super NATURAL Hallowe'en" delighted children and adults alike with crafts, stories and explorations of the exhibitions and collections.

### 12th Annual South Vancouver Island Regional Heritage Fair

May 7, 2010

The Regional Heritage Fair offers local Grade 4 to 9 students the opportunity to exhibit their original Canadian history projects. The Royal BC Museum was pleased to host 40 projects this year. Six of the projects advanced to the Provincial Fair.

### Helmcken House/St Ann's Schoolhouse

June 1 - September 6, 2010

Open on summer afternoons, Helmcken House and St Ann's Schoolhouse invite our visitors to experience "growing up in Victoria" 100 years ago. Included in museum admission, guests can step back in time by visiting two of the oldest houses in British Columbia. Helmcken House received over 8,000 visits last summer, while St Ann's Schoolhouse drew a crowd of nearly 5,000. On September 7, both buildings closed to the public, as preparations were made to install new fire suppression measures.

### Special Members-Only Events

On September 24, the Royal BC Museum hosted a special event for members and donors. As part of the Suzuki Foundation's tour in support of David Suzuki's new book, *The Legacy: An Elder's Vision for Our Sustainable Future*, we hosted a presentation lecture in the National Geographic IMAX Theatre for 220 Royal BC Museum members and members of the Suzuki Foundation. Dr Suzuki reflected on the changes the world has seen over his lifetime: explosive population growth; exponential technological developments; the establishment of a global economy – and he expressed his faith in the human capacity for innovation.

the other **Emily**

Redefining Emily Carr

*Helmcken House*

### *Behind the Scenes* Visitor Comment

*I have been to many summer camps but this one is the best. Normally I would be saying 'Can I just go home now?' but here I say 'I wish I didn't have to go home at the end of the day!'*

– Anthony, Camper

### Live @ Lunch

Monthly

Offered once a month on a Wednesday, our Live @ Lunch discussions are free and open to staff and members. They explore a variety of topics related to Royal BC Museum research, collections and exhibitions. This popular program drew hundreds of listeners to our Newcombe Hall over the course of the year. Last year we offered talks ranging from the importance of children's journals in telling this province's settlement stories to coroners' records detailing violent and unnatural deaths to a century's worth of Canadian naval history. Live @ Lunch offers captivating discussion, active learning and a sharing of local expertise.

### Remembrance Commemorations

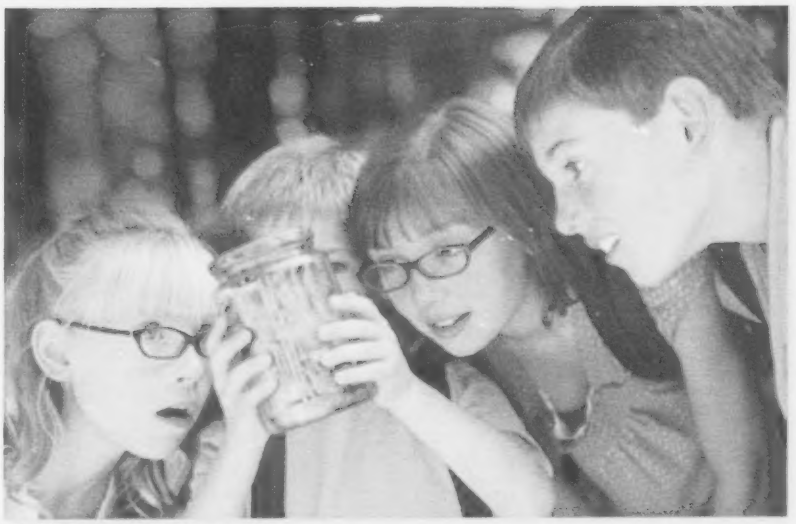
November 5-11, 2010

In partnership with Veterans Affairs Canada, the Royal BC Museum offers a weeklong roster of Remembrance Day commemorations to honour the role Canadians have served in conflicts and in peacekeeping around the world. Programming – including a visit from the Victoria Children's Choir – is free of charge and includes school programs, public displays by veterans and community groups, curatorial talks and collections highlights. We hosted approximately 12,000 visitors to the displays last year, with approximately 50 attending the weekend veteran talks. 467 students from nine schools took part in our school programs, which included panel discussions with veterans and curators, and a visit to the collections.

### Christmas Programming

December 4, 2010 - January 3, 2011

- On December 5, a crowd of 150 joined us at 4:30 in the afternoon for the annual sing-along with the carillon, and our third annual *Carillon Light-Up*. This traditional festivity included songs of the season played by Provincial Carilloneur Rosemary Laing, led by members of the Newcombe Singers. Hot chocolate, cookies and a thrilling light-up at the corner of Government and Belleville streets followed.
- Helmcken House was closed for fire suppression upgrades in 2010/11.



*Children examining a specimen.*

- We decked the halls in Old Town for the holidays with a 4.7-metre snowy Christmas tree, streets laced with bright holiday garlands and shops decked in seasonal finery. Smell those spices? Yum.
- For a unique holiday outing, we offered backstage tours as part of the *Behind the Scenes* exhibition. For two days in December, we ran tours so our visitors could peek into the inner workings of the museum and visit *Aliens Among Us* before it packed up for its cross-province travels.

### Discover Program

Ongoing

- On Fridays, Saturdays and Sundays, our curators, experts, docents and staff open the floor up to the public. The third floor mezzanine, to be exact. In 2010/11, the Discover Program brought hundreds of visitors into contact with the amazing stories, artifacts and specimens that represent the rich and intriguing history of this province.

### Gallery Animation

Ongoing

- Our knowledgeable docents offer hands-on animation at these interactive educational stations dotted throughout the permanent galleries. These hotspots for intensive education offer visitors a chance to delve into deeper learning about bears, mammoths, tidal pools, flight, the gold rush, and ocean organisms. The apprentice docent program continues to recruit and train new volunteers who are eager to share the BC story with the world.
- Our visitor tour program takes visitors and dignitaries through our renowned Modern History, Natural History and First Peoples Galleries. (For the time-pinched, we also offer a "highlights" tour.) These fascinating tours, complimentary with museum admission, are offered on a daily schedule and through Group Bookings.

### School Programs

Ongoing

Last year we offered a number of programs to British Columbia's young learners. Led by docents in our galleries and in classrooms were:

- *Fins, Feathers and Fur* (Grades K/1)
- *Living and Learning a Century Ago* (Grades 2/3)
- *This Old Town: Communities Past and Present* (a new program for Grades 2/3)
- *Simon Fraser: Explorer and Fur-Trader* (Grades 4/5)
- *Our Changing Climate* (Grades 4/5)
- *Wealth from the Ground* (Grade 5)

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Thank you to our generous donors for their financial support and contributions to our collections during the 2010-11 fiscal year.

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ROYAL BC MUSEUM
*Where the past lives.*